HUMAN RESOURCE AND TRAINING NEEDS IN ONTARIO'S HOSPITALITY INDUSTRY

EXECUTIVE SUMMARY

Ontario

Ministry of Skills Development
Ministry of Tourism and Recreation
Ministry of Colleges and Universities

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This study was conducted by Laventhol & Horwath Management Consultants for the Steering Committee and sponsored by the Ministries of Skills Development, Tourism and Recreation and Colleges and Universities.

Cette publication est disponible en français sous le nom de : *L'industrie de l'accueil en Ontario : ses besoins en matière de ressources humaines et de formation (sommaire).*

Background and Objectives

The impetus for this study of the human resource and training needs of Ontario's hospitality industry was a concern, by the industry, that significant labour market problems existed and that action must be taken. In an effort to assist the industry in addressing this concern, the Ministries of Skills Development, Colleges and Universities and Tourism and Recreation commissioned a study, the main objectives of which were:

- to identify the current state of the hospitality sector in terms of its ability to hire an adequate number of qualified employees,
- to assess how this situation is expected to change over the next three to five years, and
- to identify the gaps and opportunities to alleviate any skill shortages through training programs or other means.

Methodology

The methodology employed in this study involved the use of a variety of research techniques including mail questionnaires, personal and telephone interviews, as well as focus group sessions.

More specifically, four thousand questionnaires were distributed to establishments in the Foodservice and Accommodation sectors of Ontario's hospitality industry which in turn, generated a 25 percent response rate. A detailed analysis of the 1,019 establishments which responded indicated that they constituted a representative cross-section of the industry. We also conducted in excess of 65 interviews with industry experts (employers, educators, and government officials), in addition to four focus groups (8 to 10 in each group) with employees in the industry.

Major Findings

a) Overview

Preliminary interviews with industry experts and observers and a broad review of current literature on Ontario's hospitality industry yielded several common themes or perceptions which were believed to be responsible for the cause of a crisis situation in the hospitality industry. We investigated these through (a) further literature reviews (using both domestic and international sources), (b) personal and telephone interviews, (c) mail survey questionnaires, and (d) focus group research and found that while these perceptions may represent real hardships in some cases, the problems facing the industry today are considerably more complex. It is our contention that the lack of sound human resource management practices has greatly intensified the problems encountered by the industry.

Until employers, as represented by managers within the hospitality industry, enhance their human resource management skills, the industry will not have addressed the major problems associated with recruiting and retaining good employees. We have listed the most common perceptions which were identified and which are widely believed to be the major causes of labour market problems within the industry and examined them carefully against the evidence from our study.

Perception No. 1 **A critical shortage of labour exists in all job categories. This shortage is our biggest problem.**

A tight labour market is a reality in Ontario, especially in some regions, and it is generally recognized that the rate of labour force growth is slowing. This has been one of the causes of heightened concern in the hospitality industry and has exacerbated a serious labour retention problem.

It is a fact that because of demographic change resulting in the entrance of fewer young persons into the labour force, competition for labour has increased and is expected to continue to increase in the 1990s. Also, this industry has faced persistent shortages of chefs and cooks.

Nevertheless, it is our contention that in addition to the increased competition for labour, the industry is experiencing considerable difficulty in the following critical areas:

- attracting people with "hospitality/people skills", and
- retaining them once they are hired.

From our interviews, we learned that employers have great difficulty retaining labour, averaging turnover rates of 200 percent to 300 percent per annum. Compounding this problem is the inability of managers to select employees best suited to their work situation.

This is a problem that can be ameliorated if the industry is willing to change its practices with respect to hiring and developing its employees. While many employees rightfully regard their industry as a service industry, few employers have established a true "service culture", that is, an environment where management and employees work in harmony to deliver service excellence to their guests. Those who have done so have made significant strides in labour retention and business development.

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Our focus group and expert interview research suggests that many of those employed in the hospitality industry have chosen this industry, not because they cannot find a job in any other business segment, but because they like to work within this environment. They have chosen this industry as an occupation (whether it be a job or a career) which allows them to be comfortable in their working environment.

It appears that one problem confronting these individuals is the peer pressure they receive from friends and associates who are outside the industry. Our expert and focus group interviews suggest that outsiders characterize the industry as a less-than-ideal place to work.

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Our personal interviews with employers and focus group interviews with employees suggest that the above statement may not be accurate for those already employed within the industry. Workers in the industry do not see the differential between UI payments and their wages as a significant disincentive to work. Those outside of the industry may not share the same enthusiasm and may be influenced by negative information about the hospitality industry.

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Increased immigration is seen as a solution by some employers. But the problem facing employers is really an insufficient number of qualified applicants, a situation which increased immigration would not necessarily resolve. There are some job categories that require skills which are not readily available within the current labour pool (e.g. the chef and cook categories). It is reasonable to suggest, however, that a well directed marketing and promotion program may encourage more persons to enter this industry from inside the country, thereby reducing reliance on immigration sources. As well, improved retention practices could have a major impact on job vacancy rates and labour turnover, also reducing the net demand for more qualified labour.

Our mail survey and personal interview research found that much of the movement within the industry appears to be caused by employees moving to an allied environment (within the industry) in which they are more comfortable. This often means a different employer who provides rewards and recognition, flexibility in hours, or a more productive team environment.

Our analysis of the responses from our mail survey suggests that the growth in jobs predicted in the industry is not excessive but manageable.

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Interviews with employees (through focus group research) and employers (through personal face-to-face interviews) suggest that this perception is not supported by evidence in many cases. Whether performing a skill such as cleaning a room, waiting on a table, bussing a table or caretaking, many of those interviewed are performing these tasks because they believe they are serving a purpose and enjoy their role in the service industry. Not everyone is suited to the manager/supervisor role and, in fact, many do not strive for this role.

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Our interviews, particularly with employers, suggest that those who invest in the training of their employees and develop a "service culture" within their organizations consider such expenditures to have been successful in significantly reducing turnover. Examples exist of employers throughout Ontario who have been effective in reducing their turnover rates from a range of 200 to 250 percent to below 30 percent per annum through increased attention to and investment in their employees. (See appendix for example.)

Training, however, is a much broader term within these progressive organizations. It is not regarded as exclusively skills training, but also "service training." The ultimate goal is practicing with employees what management expects them to deliver to their guests.

It appears, from our interviews, that many managers and supervisors have not been given or have not acquired the proper skills to develop a "service culture." This includes the proper recruiting, interviewing, selection and evaluation skills necessary to encourage and develop employees. Our interviews with employers who have developed a more rounded training and "team building" program within their organizations demonstrate that labour turnover can be reduced significantly through these practices.

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The majority of the people in this market segment who change jobs remain within the industry or parallel industries (65 percent). While increased compensation is generally regarded as a major reason for leaving the industry, our interviews with employees (focus groups) and employers (expert interviews) generally confirm that those who go into other market segments typically have done so as a result of bad experiences in their previous job environment.

It is true that some individuals such as students use this industry as a stop-gap measure to earn a temporary income, but these individuals do not constitute a significant portion of the industry's labour force.

Perception No. 8 **The industry's workforce is largely transient**

Most of the movement within the industry is from one employer to another looking for the "right fit". It is not always a matter of these individuals moving from one job to another in order to increase their pay but rather to find the employer who best satisfies their social and affiliation needs. Many people want to work in a productive team environment and cannot find it very easily in this industry. Developing a "service culture" can reduce this movement.

Perception No. 9 **Margins are too small to pay what other industries pay.**

Although there is a recognition that the hospitality industry's average wage rates are lower than the national average, when gratuities and other "perks" are included, they are not dramatically behind those of other service industries such as the retail industry. Our focus group research suggests that people have entered the industry for reasons other than their base pay. People who have chosen the hospitality industry have generally expressed a desire to operate within a service environment. As expressed earlier, compared to other segments of the service industry (i.e. retail), wage rates are quite comparable. In addition, "perks" (free meals, tips and gratuities) could possibly raise the average wage rates above these other service sectors.

Consideration should be given to finding non-monetary methods of rewarding employees. While the base salary must be sufficient to fulfill basic needs, it is the well-designed gratuity system, "perks", rewards systems, team interplay etc. which must also be brought into the organization. Many of these people have chosen this industry because they do not want to work either in an office or in a manufacturing environment. Most enjoy working with people and have accepted the fact that they will receive a lower base wage from the hospitality service industry, but there are other monetary and non-monetary benefits that can be attained.

b) Summary of Findings

The following is a brief summary of the results of our combined mail survey, expert interview and focus research as it relates to the following topics:

Human Resource Requirements,
Recruiting Difficulties,
Turnover Reduction,
Image Enhancement
Education and Trainin , and
Role of Third Parties i Retention/Recruiting and Training.

Human Resource Requirements

In general, our data indicate that the greatest need is for people in job categories such as waiters/waitresses, buspersons, kitchen helpers, and housekeepers, as well as cooks, chefs and reservations/front desk staff. Part-time jobs are generally in greater need than are full-time jobs.

Recruiting Difficulties

Recruiting is reputed to be the major problem in the hospitality industry. We have found that, while recruitment is indeed a serious problem, especially in the climate of a shrinking labour pool, retention of employees appears to be an even greater problem. Respondents in both the mail survey and expert interviews expressed a deep concern about the lack of qualified individuals applying for open positions. Employers who were more selective, regardless of their desperate need to fill the vacancy and who spent more time and attention training qualified or suitable labour, reduced turnover significantly.

In addition, attracting people from non-traditional sources -- seniors, homemakers, persons with disabilities -- should also help to alleviate the supply problem.

Turnover Reduction

One of the most powerful ways to reduce the need to recruit new workers in the hospitality industry is to reduce turnover. Some employers told us that they have found effective means of reducing turnover through a greater attention to the employee. They do this by orienting new employees very carefully, making them feel like they "belong" instantly. These employers will hold open meetings and discussions to ensure employees "feel in on things" and understand the business's situation in its marketplace. Or they will promote from within (busperson to wait staff, wait staff to host, etc), and will ensure employees feel very competent to deal with whatever eventuality they might run into at work, e.g. handling an outraged customer.

Our data indicate that 35 percent of labour leaves the hospitality industry. This would suggest that much of the turnover is not out of the industry, but rather movement to find better places to work with the skills they have. We suspect that much of the current vacancy rate is due to people in the industry who are currently in a transition from one job to another.

Image Enhancement

In order to attract workers to the industry, the industry's image of low pay, long hours, and weekend/holiday work needs to be corrected. The facts are that not everyone in the industry earns low pay, works long hours, and works every weekend or every holiday.

The industry has several loosely organized associations and appears to be fragmented. While the need for a central body to become involved in an image management endeavour is generally appreciated, no one seems to be able to mobilize the whole industry and no one seems to be willing to "go it alone". Perhaps the need for a strong industry-wide voice will have to be addressed by influential industry leaders before any real progress can be made on this front.

Improvement of the industry's image will, of course, be greatly affected by putting in place sound human resource management practices.

Education and Training

High rates of turnover and attrition, characteristic of the industry, serve as deterrents to training and education initiatives by employers. However, training not only educates employees, provides needed skills and enhances job performance, it also boosts employees' self-esteem, fosters their sense of professionalism and increases job satisfaction. All of these ultimately can result in longer job tenure.

Technological changes in the hospitality industry are considered manageable and are not a major factor in current and future anticipated human resource and training needs, according to our survey. Most industry experts feel that the major changes related to technology have already occurred. Many of the technologically associated training requirements do not require extensive skills training and can be handled in-house in an informal setting.

Role of Third Parties in Retention/Recruiting and Training

Industry and government were felt to have important roles in the retention/recruitment and training of employees in the hospitality industry. Over one-third of respondents felt that there was a role for the industry in this area. Not only was the industry expected to make hospitality careers more appealing (34 percent), but it was also expected to set up and promote training (36 percent). Government was expected to be active in the development and promotion of industry training.

Conclusions

Our review of both the quantitative and qualitative data suggests that action can be taken at three critical levels within the industry - strategic, mid-management and front-line. This action, however, cannot be taken in isolation. Rather, it requires the co-ordinated involvement of the industry, its affiliated associations, government, education and organized labour.

The three critical areas in which initiatives must be considered can be portrayed as links which must be established, continually monitored, and supported by the industry, government and organized labour. A weak link or missing link will lessen the industry's ability to fulfill its necessary long-term objectives of strengthening the industry, the environment within which the industry must operate, and the general attitude of employees who function within the industry.

Common to all these initiatives is the issue of service and service training. It is our view that this must be the key thrust of any strategy for the industry and that skills development, human resource management and communications will evolve from and support this central strategy.

We believe the key to future growth in the industry is in the encouragement, development and reinforcement of a "service culture" within hospitality establishments. This will require unconventional skills training for managers, supervisors and ultimately all staff. Until now, the industry's definition of skills training has been very narrow. Organizations must realize that there is a role which must be met by senior, junior, front-line and back-of-house employees as part of a team that is involved in service.

With that in mind, however, the industry must be conscious that it is not fragmented in its response, with varying views about how to develop a "service culture." This will require a high degree of co-operation within the industry and its representative associations to work together towards a common goal. The role of government, colleges and universities, and organized labour should be to assist the industry to develop and implement common programs and encourage a consistent and proper focus for the hospitality industry's growth.

It is our view that too much has been made of the negative stereotypes associated with this industry. Every industry has problems; unfortunately, the hospitality industry has had a very negative image. There are a number of organizations (chains and independents) that have taken some giant steps in the area of improving the environment in which employees work, and they are already reaping the rewards. Actions taken include:

- formal orientation programs,
- selective recruiting,
- career ladders,
- on-going investment in training,
- monthly staff meetings; and
- on-going on-the-job training.

Turnover has been reduced, esprit de corps within these organizations has improved, and guests, who frequent these organizations, find themselves in an enjoyable environment to which they want to return. This accomplishment has not been just the result of spending money on formal "training", but also of having a single-minded dedication to achieving excellence-in-service throughout these organizations.

APPENDIX

Case 1

Company A has in excess of 40 Foodservice locations in the province, the majority of which are located in Metropolitan Toronto. Up until two years ago, the money spent on training, not only orientation training, but on-going training, was negligible. Prior to that time, labour availability was not a major problem and labour turnover rates of 250 percent at the front-line were manageable.

Senior managers recognized that the labour pool was shrinking and alternative measures had to be considered. Their response was to invest in their existing employees. The company prepared and delivered a structured and tailored orientation program and on-going support programs. In addition, money was set aside to allow store managers a pool of funds to establish esprit de corps within the ranks. The company estimates that it has more than recovered its training investment and on-going costs associated with the program through:

- reduced labour turnover -- estimated to be in the 50 percent to 100 percent level per annum and, thus, reduced recruiting costs,
- less disruption as new staff is introduced into the system, and
- reduced training costs -- as fewer new staff has to be trained.

The company intends to continue to streamline its training programs. The company has also found that it has been able to increase wage rates without having a dramatic effect on the overall profitability -- increased sales through increased customer satisfaction.

Case 2

A major hotel chain provided the following comments related to employee recruitment. It had recently opened a new hotel in 1988 and interviewed close to 10,000 potential candidates. There was no shortage of candidates but many were not qualified. It was not prepared to lower its standards, however, and persisted in interviewing and accepting only qualified candidates. Its philosophy is best embodied in the following direct quotation:

> "You don't lower your standards according to the best of the lot. Your standards are here and you just keep the funnel open until you can get as many into that."

For them, the effect of poor recruitment had a very damaging impact --

> "You hire somebody you compromise with, mix them with others, and slowly, instead of the level you are trying to achieve, everything's come down."

At each hotel the General Manager has the final authority over which employee is hired. The Manager meets them personally, including part-time or summer help. The General Manager also walks around the hotel and will stop in to see new recruits and ask how they are finding things and if they have any problems.

Labour turnover is not a severe problem in this company. Because it is able to offer exceptional service, it is able to pay higher wages and charge higher prices without fear of alienating customers/guests.

Case 3

A non-metropolitan resort/hotel facility has labour turnover of approximately 50 percent compared to others in its immediate area of 150 percent to 250 percent. The reason for these low turnover rates is best typified by the following quotation:

> "I look at our staff as an investment. Thirty-three percent of every dollar revenue goes to staff and I look after them. We have high goals and my staff is our only way to reach these goals. Staff is proud to work here."

Actions taken by senior management include:

- three-hour orientation for every staff member,
- monthly staff meetings for departments,
- open book policy -- "I give my staff all the numbers,"
- career ladders,
- on-going training investment -- average $500/employee per year, and
- on-going on-the-job training.

This employer actually pays less for unskilled labour than the rest of the industry in his immediate area. This lower turnover rate has a dramatic effect on his customer/guest base. Repeat business for this organization is approximately 72 percent -- "our guests see the same staff. That has a positive impact on their experience when they come to us."

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It is true that some individuals such as students use this industry as a stop-gap measure to earn a temporary income, but these individuals do not constitute a significant portion of the industry's labour force.

Perception No. 8 **The industry's workforce is largely transient**

Most of the movement within the industry is from one employer to another looking for the "right fit". It is not always a matter of these individuals moving from one job to another in order to increase their pay but rather to find the employer who best satisfies their social and affiliation needs. Many people want to work in a productive team environment and cannot find it very easily in this industry. Developing a "service culture" can reduce this movement.

Perception No. 9 **Margins are too small to pay what other industries pay.**

Although there is a recognition that the hospitality industry's average wage rates are lower than the national average, when gratuities and other "perks" are included, they are not dramatically behind those of other service industries such as the retail industry. Our focus group research suggests that people have entered the industry for reasons other than their base pay. People who have chosen the hospitality industry have generally expressed a desire to operate within a service environment. As expressed earlier, compared to other segments of the service industry (i.e. retail), wage rates are quite comparable. In addition, "perks" (free meals, tips and gratuities) could possibly raise the average wage rates above these other service sectors.

Consideration should be given to finding non-monetary methods of rewarding employees. While the base salary must be sufficient to fulfill basic needs, it is the well-designed gratuity system, "perks", rewards systems, team interplay etc. which must also be brought into the organization. Many of these people have chosen this industry because they do not want to work either in an office or in a manufacturing environment. Most enjoy working with people and have accepted the fact that they will receive a lower base wage from the hospitality service industry, but there are other monetary and non-monetary benefits that can be attained.

b) Summary of Findings

The following is a brief summary of the results of our combined mail survey, expert interview and focus research as it relates to the following topics:

Human Resource Requirements,
Recruiting Difficulties,
Turnover Reduction,
Image Enhancement
Education and Training, and
Role of Third Parties in Retention/Recruiting and Training.

Human Resource Requirements

In general, our data indicate that the greatest need is for people in job categories such as waiters/waitresses, buspersons, kitchen helpers, and housekeepers, as well as cooks, chefs and reservations/front desk staff. Part-time jobs are generally in greater need than are full-time jobs.

Recruiting Difficulties

Recruiting is reputed to be the major problem in the hospitality industry. We have found that, while recruitment is indeed a serious problem, especially in the climate of a shrinking labour pool, retention of employees appears to be an even greater problem. Respondents in both the mail survey and expert interviews expressed a deep concern about the lack of qualified individuals applying for open positions. Employers who were more selective, regardless of their desperate need to fill the vacancy and who spent more time and attention training qualified or suitable labour, reduced turnover significantly.

In addition, attracting people from non-traditional sources -- seniors, homemakers, persons with disabilities -- should also help to alleviate the supply problem.

Turnover Reduction

One of the most powerful ways to reduce the need to recruit new workers in the hospitality industry is to reduce turnover. Some employers told us that they have found effective means of reducing turnover through a greater attention to the employee. They do this by orienting new employees very carefully, making them feel like they "belong" instantly. These employers will hold open meetings and discussions to ensure employees "feel in on things" and understand the business's situation in its marketplace. Or they will promote from within (busperson to wait staff, wait staff to host, etc), and will ensure employees feel very competent to deal with whatever eventuality they might run into at work, e.g. handling an outraged customer.

Our data indicate that 35 percent of labour leaves the hospitality industry. This would suggest that much of the turnover is not out of the industry, but rather movement to find better places to work with the skills they have. We suspect that much of the current vacancy rate is due to people in the industry who are currently in a transition from one job to another.

Image Enhancement

In order to attract workers to the industry, the industry's image of low pay, long hours, and weekend/holiday work needs to be corrected. The facts are that not everyone in the industry earns low pay, works long hours, and works every weekend or every holiday.

The industry has several loosely organized associations and appears to be fragmented. While the need for a central body to become involved in an image management endeavour is generally appreciated, no one seems to be able to mobilize the whole industry and no one seems to be willing to "go it alone". Perhaps the need for a strong industry-wide voice will have to be addressed by influential industry leaders before any real progress can be made on this front.

Improvement of the industry's image will, of course, be greatly affected by putting in place sound human resource management practices.

Education and Training

High rates of turnover and attrition, characteristic of the industry, serve as deterrents to training and education initiatives by employers. However, training not only educates employees, provides needed skills and enhances job performance, it also boosts employees' self-esteem, fosters their sense of professionalism and increases job satisfaction. All of these ultimately can result in longer job tenure.

Technological changes in the hospitality industry are considered manageable and are not a major factor in current and future anticipated human resource and training needs, according to our survey. Most industry experts feel that the major changes related to technology have already occurred. Many of the technologically associated training requirements do not require extensive skills training and can be handled in-house in an informal setting.

Role of Third Parties in Retention/Recruiting and Training

Industry and government were felt to have important roles in the retention/recruitment and training of employees in the hospitality industry. Over one-third of respondents felt that there was a role for the industry in this area. Not only was the industry expected to make hospitality careers more appealing (34 percent), but it was also expected to set up and promote training (36 percent). Government was expected to be active in the development and promotion of industry training.

Conclusions

Our review of both the quantitative and qualitative data suggests that action can be taken at three critical levels within the industry - strategic, mid-management and front-line. This action, however, cannot be taken in isolation. Rather, it requires the co-ordinated involvement of the industry, its affiliated associations, government, education and organized labour.

The three critical areas in which initiatives must be considered can be portrayed as links which must be established, continually monitored, and supported by the industry, government and organized labour. A weak link or missing link will lessen the industry's ability to fulfill its necessary long-term objectives of strengthening the industry, the environment within which the industry must operate, and the general attitude of employees who function within the industry.

Common to all these initiatives is the issue of service and service training. It is our view that this must be the key thrust of any strategy for the industry and that skills development, human resource management and communications will evolve from and support this central strategy.

We believe the key to future growth in the industry is in the encouragement, development and reinforcement of a "service culture" within hospitality establishments. This will require unconventional skills training for managers, supervisors and ultimately all staff. Until now, the industry's definition of skills training has been very narrow. Organizations must realize that there is a role which must be met by senior, junior, front-line and back-of-house employees as part of a team that is involved in service.

With that in mind, however, the industry must be conscious that it is not fragmented in its response, with varying views about how to develop a "service culture." This will require a high degree of co-operation within the industry and its representative associations to work together towards a common goal. The role of government, colleges and universities, and organized labour should be to assist the industry to develop and implement common programs and encourage a consistent and proper focus for the hospitality industry's growth.

It is our view that too much has been made of the negative stereotypes associated with this industry. Every industry has problems; unfortunately, the hospitality industry has had a very negative image. There are a number of organizations (chains and independents) that have taken some giant steps in the area of improving the environment in which employees work, and they are already reaping the rewards. Actions taken include:

- formal orientation programs,
- selective recruiting,
- career ladders,
- on-going investment in training,
- monthly staff meetings; and
- on-going on-the-job training.

Turnover has been reduced, esprit de corps within these organizations has improved, and guests, who frequent these organizations, find themselves in an enjoyable environment to which they want to return. This accomplishment has not been just the result of spending money on formal "training", but also of having a single-minded dedication to achieving excellence-in-service throughout these organizations.

SECTION II

BACKGROUND AND REPORT STRUCTURE

Background

a) Overview

As with most sectors of the economy and in particular the services sector, the hospitality industry has enjoyed unprecedented growth over the past several years. Development scenarios in most major commercial centres in Ontario suggest that there will be continued demand for all levels of hospitality service. For example, Laventhol & Horwath's "Canadian Lodging Industry Study", 1988, indicates that in the Accommodation sector in southwestern Ontario, over 2,500 guest rooms were under construction or just completed. An additional 3,000 rooms are proposed for the downtown Toronto market alone through 1994, an additional 2,500 to 3,000 for the Toronto airport market and possibly another 2,500 in the balance of southwestern Ontario. It is evident that with continued growth in accommodation, supply of and demand for qualified labour in Ontario must be seriously addressed for the future.

It is important to recognize that the impact of the post-recessionary economic boom on the hospitality industry has not been all positive. Rather, the pressure of maintaining high operating levels has highlighted a significant and longstanding view within the industry that there is a shortage of qualified and willing personnel. Competition for workers between the hospitality industry and other service sectors has placed a premium on all levels of personnel staff from front-line workers to management.

Our literature review suggested that Foodservice and Accommodation operators in various sectors of the hospitality industry throughout Ontario had severe labour shortages and that they are not expected to improve in the near future. The greatest needs were for chefs/cooks, waiters and waitresses, and back-of-house staff such as dishwashers. In Accommodation, the shortages were most often in housekeeping functions.

These shortages of personnel were believed to result from changing demographics, current economic prosperity, and the image and career offerings of the industry. Other sectors of the economy were seen to offer more attractive positions that provided full-time work with better hourly wages and shorter work hours. As a result, movement to these sectors was believed by some to be growing.

The generally negative perception of career opportunities in the hospitality industry was also regarded as partly responsible for the current and projected labour shortages in this sector. While the poor reputation of the industry derives from conditions existing in parts of the industry (lower pay, long hours, nights and weekend work, etc.), these are seen to have been erroneously generalized to all industry jobs through lack of adequate marketing to the public and to educational institutions serving the industry. This was particularly evident at the secondary school level where students of low academic achievement were reportedly encouraged to enter trade schools where Foodservice and Accommodation training are provided.

Projections made by Employment and Immigration Canada forecast that employment in the Accommodation and Foodservice sectors in Ontario will grow at a rate of 14 percent for the years 1988 to 1992. These statistics represent a net gain of more than 35,000 jobs in the industry from 1988 to 1992. Approximately 15,000 of these additional employees will be food and beverage servers and over 8,800 will be chefs and cooks.

b) Study Objectives

In response to this, the Ministries of Skills Development, Tourism and Recreation, and Colleges and Universities commissioned a study of the hospitality industry which would focus on human resource and training requirements in order to identify potential bottlenecks in labour supply as well as gaps in the training structure.

The primary objectives of the study were:

- to identify the current state of the hospitality sector in terms of the ability to hire an adequate number of qualified employees,
- to assess how this situation is expected to change over the next three to five years, and
- to identify the gaps and opportunities to alleviate any skill shortages through training programs or other means.

The report that follows addresses the aforementioned objectives.

Report Structure

In this report we will discuss current employment, current human resource requirements, projected employment and projected skills to 1992. We will further discuss the availability of the external supply of people to the industry and the supply/demand gaps that are apparent. Closing the gaps over the period 1989 to 1992 will not be easy for the industry, given its culture and beliefs about its workforce, but we will discuss efforts being made and point to some methods by which this can be done effectively and economically.

The report is divided into six major segments:

Background and Report Structure
Approach and Methodology
Current Industry Characteristics
Market Outlook
Education and Training
Conclusions

The appendices that follow contain definitions of the hospitality industry as well as additional detail pertaining to the study methodology.

SECTION III

APPROACH AND METHODOLOGY

Approach

The methodology used in this study incorporated a number of quantitative and qualitative tools. Our overall goal was to provide timely, appropriate and accurate information in order to assess the current and future human resource and training needs in the hospitality industry in Ontario. Our overriding objective was to provide a road map for the successful management of current and potential labour concerns.

At critical milestones, we met with the Interministerial Support and Steering Committees to present and discuss project findings. (See Appendix G for Committee members).

Methodology

We incorporated the following research techniques during the course of this engagement:

- mail questionnaires,
- personal and telephone interviews, and
- focus groups.

The methodology used to satisfy the study objectives was divided into three stages and involved:

- secondary source research (desk research),
- an industry expert preliminary review (consultation with industry, labour and education experts), and
- field interviews (mail surveys, one-on-one expert interviews, focus groups).

Specifically, we undertook an extensive mail-out survey of establishments in Ontario's hospitality industry.[1] A total of 4,000 questionnaires were mailed, yielding 1,019 responses, a response rate in excess of 25 percent. A profile of respondents by type and size of establishment, region and sales volume, is presented in Table 1.

In question 5.1 of our study we asked respondents to classify their establishments according to a predetermined number of categories as shown in Table 1. Multiple responses were allowed within each category. For example, a Foodservice establishment might be classified as both a take-out and licensed restaurant, as well as a nightclub.

[1] Refer to Appendix A for the Standard Industrial Classifications represented in this study.

Table 1

Number of Respondent Establishments by Subsector
In the Hospitality Industry

Subsector	Total Sample	%	Employees** Small	Large	Sales Volume** Small	Large	Region** Central	S.W.	S.E.	N.W.	N.E.
Foodservice											
Licensed Restaurant	461	36	326	116	207	254	220	48	87	36	70
Unlicensed Restaurant	195	15	166	26	133	62	98	31	35	10	21
Take Out Foodservice	283	22	234	38	163	120	173	24	66	6	14
Caterer	150	12	97	49	66	84	92	14	31	17	6
Tavern/Bar/Night Club	195	15	123	67	71	124	106	21	23	17	28
Foodservice Total*	**1,284**	**100**	**946**	**296**	**640**	**644**	**689**	**138**	**242**	**76**	**139**
Accommodation											
Hotel/Motor Hotel	192	27	120	66	137	55	83	13	28	27	41
Motel	178	25	161	7	139	39	60	15	31	18	54
Resort	113	16	84	25	89	24	61	3	13	16	20
Camping Ground	101	14	96	3	93	8	50	11	16	9	15
Other	136	18	121	6	122	14	46	4	13	33	40
Accommodation Total*	**720**	**100**	**582**	**107**	**580**	**140**	**300**	**46**	**101**	**103**	**170**

* The total may be greater than the sum of the variables as not all respondents indicated number of employees. In addition, the total does not indicate the number of establishments but rather subcomponents within establishments.

** Number of Employees: Foodservice and Accommodation establishments having less than 40 employees are considered small; those having more than 40 employees are considered large.

Sales Volume: Foodservice establishments with less than $750,000 in annual revenues are considered small. Accommodation establishments with less than $2,500,000 in annual revenues are considered small.

Region: For definition see Table B-1.

Question: "Please check the following to indicate the sub-sectors of the accommodation and foodservice industry you represent."

Source: Laventhol & Horwath Survey, January 1989.

The 1,019 establishments are broken down as follows:

Foodservice only	392
Accommodation only	247
Foodservice and Accommodation combined operations	380
Total	1,019

For purposes of analysis and in all the Tables that follow, an operation which had a combined Foodservice and Accommodation establishment would be counted under FOODSERVICE for those questions related to Foodservice establishments, and under ACCOMMODATION in those questions where Accommodation responses are analyzed. However, establishments are counted only once in subsequent "Totals" columns.

A detailed analysis of the respondent base, by type and size of establishment, as well as region[2], indicates that the sample being used constitutes a representative cross-section of the industry.

We also conducted more than 65 interviews with industry experts in addition to four focus groups (8 to 10 in each group) with employees in the industry. Focus group attendees represented both Foodservice and Accommodation employees, front-of-house and back-of-house. Our detailed methodology is presented in Appendix B.

[2] Refer to Table B-1 for a description of each of the five regions.

SECTION IV

CURRENT INDUSTRY CHARACTERISTICS

Introduction

This section contains a statistical profile of the current industry workforce with specific reference to occupational and current employment characteristics.

Profile by Industry and Region

Four characteristics are examined here. They include:

Key Subsectors of the Industry
Regional Distribution of Establishments
Industry by Employment Size
Occupational Profile

Key Subsectors of the Industry

For purposes of our analysis, we divided the Foodservice industry into five subsectors, based on establishments (see Table 1). Licensed restaurants represent 36 percent of the total number of establishments responding. Take-out Foodservice represents 22 percent, followed by unlicensed restaurants and taverns/bars/night clubs (15 percent each) and caterers (12 percent).

The Accommodation industry is divided into five subsectors. Hotel/motor hotels represent the largest category (27 percent), closely followed by motels (25 percent). Resorts are often lumped together with hotels, but for this study, we have isolated them. They represent 16 percent of our respondents. Camping grounds represent 14 percent of all establishments. "Other" Accommodation establishments, such as fishing and hunting lodges, tourist courts, guest houses etc., represent 18 percent of all establishments.

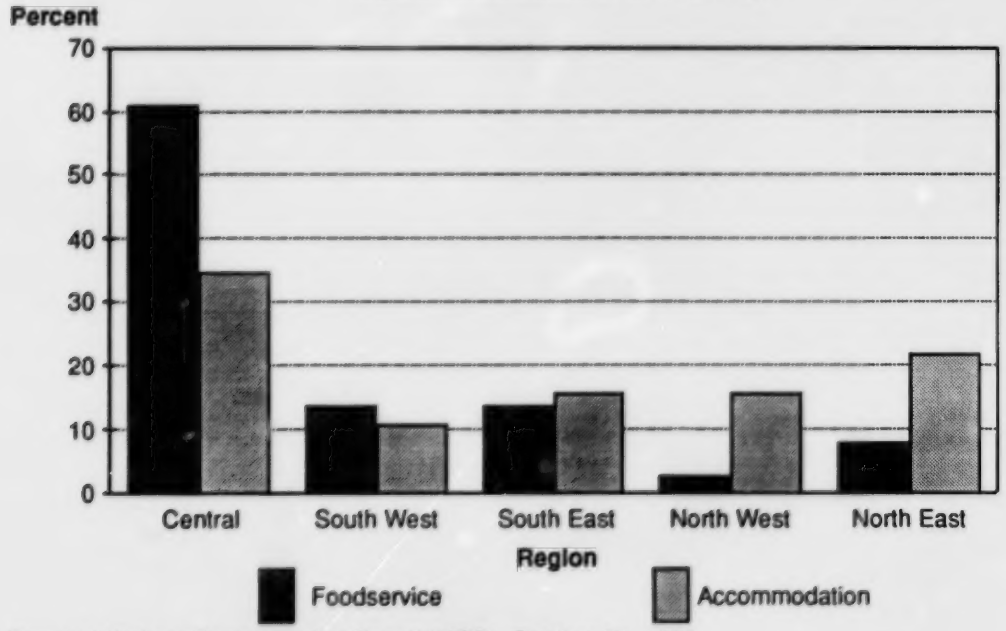
Regional Distribution of Establishments

The Central region accounts for 61 percent of Foodservice establishments and 35 percent of Accommodation establishments (see Chart 1). Southern Ontario (east and west, excluding the Central Region) accounts for 28 percent and 27 percent, respectively, of establishments in Foodservice and Accommodation. Northern Ontario accounts for only 11 percent of Foodservice establishments and 38 percent of Accommodation establishments.

Industry by Employment Size

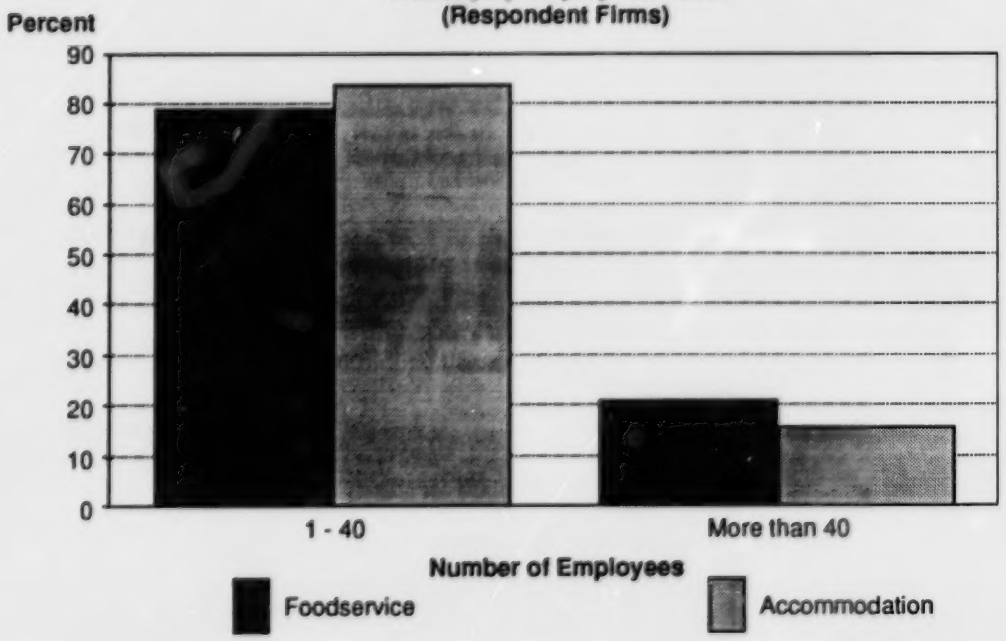
As shown in Chart 2, the majority (about 80 percent) of firms in the hospitality industry are small, that is, have fewer than 40 employees.

Chart 1
Regional Distribution of the Industry



Source: Workers Compensation Board (WCB), October 31, 1988.

Chart 2
Industry by Employment Size
(Respondent Firms)



Occupational Profile

Current data concerning employment by occupation in the hospitality industry in Ontario from Employment and Immigration Canada's "Canadian Occupational Projection System Data Bank" (COPS) indicate that 38 percent of employment in the hospitality industry is in food and beverage service, 24 percent in the chefs/cooks category and 10 percent in the food and beverage supervisor category.

The results of our survey are presented in Table 2 and provide a somewhat more detailed breakdown by job category, based on the occupational groupings requested in the study design.

Table 2

Employment by Occupation
(Respondent Firms)
January,1989

Occupation	Percent
Foodservice	
Waiter/Waitress	38
Cook	15
Kitchen Help/Dishwater	13
Bus Person	9
Manager/Supervisor	9
Bartender	5
Accounting/Administration	3
Executive Chef/Head Cook	3
Host/Hostess	3
Captain Waiter/Waitress	1
Baker/Pastry Cook	1
Foodservice Total	**100**
Accommodation	
Room Attendant/Houseperson	29
Reservations/Desk Clerk	13
Manager/Supervisor	12
Janitor/Housekeeping	11
Maintenance Engineer	8
Accounting/Administration	7
Security	7
Doorperson/Valet/Bellperson	4
Concierge/Information Clerk	3
Social Director and Staff	2
Recreational Attendant	-
Campground Cleaner	2
Accommodation Total	**100**

Source: Laventhol & Horwath Survey, January 1989.

Current Employment Characteristics

We have subdivided this analysis into three sub-topics:

Employment and Wages,
Seasonality, and
Male/Female Distribution.

Employment and Wages

a) Employment

Foodservice employment has historically accounted for approximately 80 percent of the hospitality industry's total employment (Table 3).

Table 3

Employment in Ontario's Hospitality Industry

	Foodservice			Accommodation		
Year	Number of Employees (000's)	Percent of Total	Percent Growth	Number of Employees (000's)	Percent of Total	Percent Growth
1983	145.4	78.0	-	41.1	22.0	-
1984	144.5	77.6	(0.6)	41.8	22.4	1.7
1985	158.5	77.9	9.7	45.0	22.1	7.7
1986	185.0	81.7	16.7	41.4	18.3	(8.0)
1987	217.1	79.1	17.4	57.5	20.9	38.9
1988	208.2	80.4	(4.1)	50.7	19.6	(11.8)
Compound Annual Growth Rate 1983 to 1988			7.4			4.3

Source: Statistics Canada, Employment, Earnings and Hours Survey, Catalogue # 72-002, Monthly, 1983 -1988.

Employment in Foodservices has grown at a compound annual rate of approximately 7.4 percent per year, as compared to a compound annual rate of approximately 4.3 percent in the hotel/motel segment during the period 1983 to 1988.

While the industry has shown healthy growth in the past, the availability of labour is becoming more critical and is severely exacerbated by the retention problem. Many employers interviewed during our expert interview stage are experiencing turnover rates in the range of 200 to 300 percent per annum. These levels of turnover do not appear to be uncommon in this industry segment in the rest of Canada or, in fact, in the United States. (We were not able to find any reliable statistics on whether or not this was more applicable to hourly employees, certain regions or occupational groups). It seems obvious from this that many employers are finding employees; they cannot seem to retain them.

It has been suggested in the literature that the industry needs more immigrants to fill the requirement for more people. Industry experts interviewed were divided about the need for an increased number of immigrants to work in the hospitality industry.

Allowing skilled immigrants entry to work in the hospitality industry was more favourably received by industry experts than opening the doors to all immigrants, skilled or unskilled. Temporary permits were also suggested as a method for meeting seasonal needs.

Many employers interviewed felt that training, rather than immigration, was the preferred mechanism for filling vacancies for skilled occupations. It was their view that if the need for chefs and cooks could not be filled internally, skilled immigrants should be allowed in these selected categories on a temporary basis and as a last resort measure.

b) Wages

According to recent Statistics Canada data, average weekly earnings (exclusive of gratuities) in the hospitality industry in Ontario for 1988 were $443.64 for salaried workers and $171.73 for hourly workers. The average weekly earnings (exclusive of gratuities) are broken down by industry (see Table 4).

Table 4

Average Weekly Earnings* In the Hospitality Industry (Excluding Overtime)

Year/ Industry	Salaried Employees	Hospitality as a Percent of Retail	Hourly Employees	Hospitality as a Percent of Retail
1985				
Hospitality	$357.42	97	$123.62	64
Retail	$368.44		$192.75	
1986				
Hospitality	$368.32	86	$127.96	64
Retail	$426.78		$198.84	
1987				
Hospitality	$399.84	91	$137.69	68
Retail	$437.47		$201.36	
1988				
Hospitality	$443.64	97	$171.73	83
Retail	$458.62		$206.43	

* Retail industry statistics are provided for comparative purposes due to the perception that this sector competes aggressively with the hospitality segment for labour.

Source: Statistics Canada, Employment, Earnings and Hours Survey, Catalogue # 72-002, Monthly, 1985-1988.

As shown in the table above, hourly wages in the hospitality industry have increased dramatically since 1985, steadily decreasing the gap between this sector's wages and those of the retail industry. Salaried hospitality versus retail wages are quite comparable (when gratuities and other perks are included, the gap may be practically non-existent).

Employees who participated in the focus groups indicated:

- money was important to them,
- they were being paid less than other industries, and
- they did not know how much more they should be paid in order to get closer to the salaries paid in other industries.

Additionally, most participants in the focus groups indicated that they probably would not leave their job due to dissatisfaction with their salary alone. While these comments are based on only a limited number of employee interviews, they do suggest that attention to compensation issues may contribute to alleviating the problem of retention/recruitment, but there are also other important underlying factors which require attention.

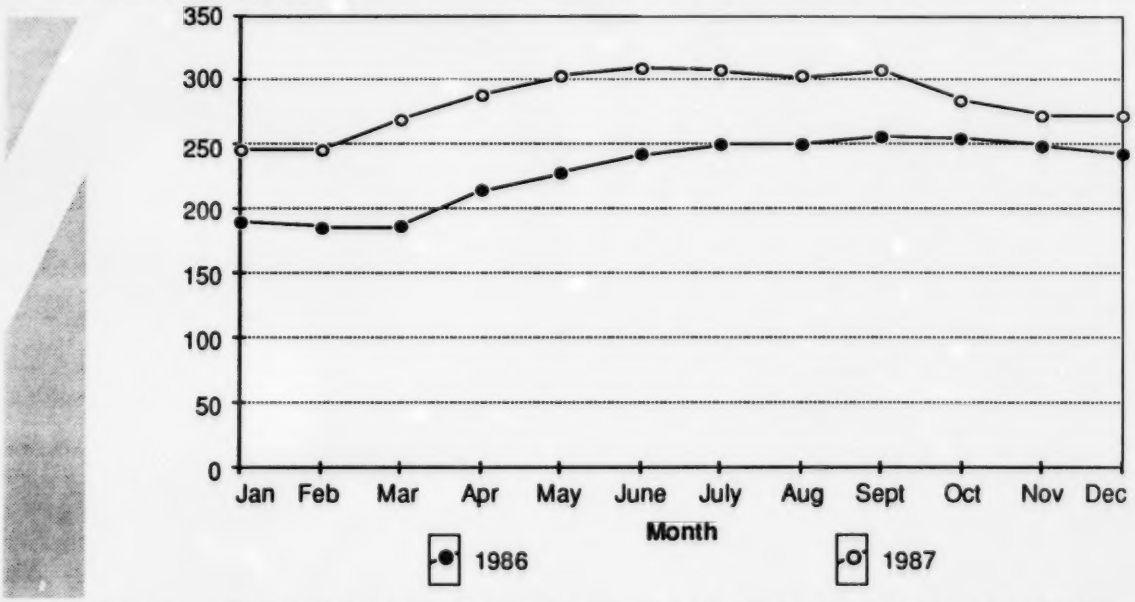
Seasonality

Another variable that influences current employment trends in the hospitality industry is seasonality.

Monthly employment figures in the hospitality industry for 1986 and 1987 highlight the seasonal variations in employment patterns. Data from 1983 to 1987 were analyzed for seasonal trends. Figures for 1986-1987 were found to reflect seasonal trends from previous years; therefore, only the most recent years are presented here (Chart 3).

Chart 3

Monthly Employment in the Hospitality Industry (Foodservice and Accommodation)



Source: Statistics Canada, Catalogue #72-002, Number of Employees, by Industry, Provinces, SIC 881-886, Monthly Issues.

Employment in the hospitality industry usually increases in the spring, rises steadily, and reaches a peak in September before it declines in the fall. The employment trend reflects the heightened demand for hospitality industry services during the peak travel season. The supply of workers is enhanced over this peak season by the influx of students into the workforce. Unfortunately for establishments, the students' summer vacations end before the official conclusion of the summer travel season in October.

According to our mail survey (Table 5), full-time employment in the hospitality industry increased approximately 90 percent at seasonal peaks. The average number of full-time employees per establishment in the hospitality industry was 19, increasing to 36 people in high season. Part-time employment averaged 16 people in the low season and 28 people in the high season per establishment -- part-time employment increased in the high season by over 70 percent.

Table 5

Average Number of Employees at High Season

Employment Status	Survey Total	Foodservice					Accommodation				
		Total	# Employees Small	# Employees Large	Sales Volume Small	Sales Volume Large	Total	# Employees Small	# Employees Large	Sales Volume Small	Sales Volume Large
Permanent											
Full-Time	19	22	8	72	7	40	21	7	77	10	64
Part-Time	16	18	7	50	6	31	15	6	41	7	38
Seasonal											
Full-Time	17	22	53	9	39	19	19	7	63	11	52
Part-Time	12	14	38	5	5	26	11	5	36	6	28

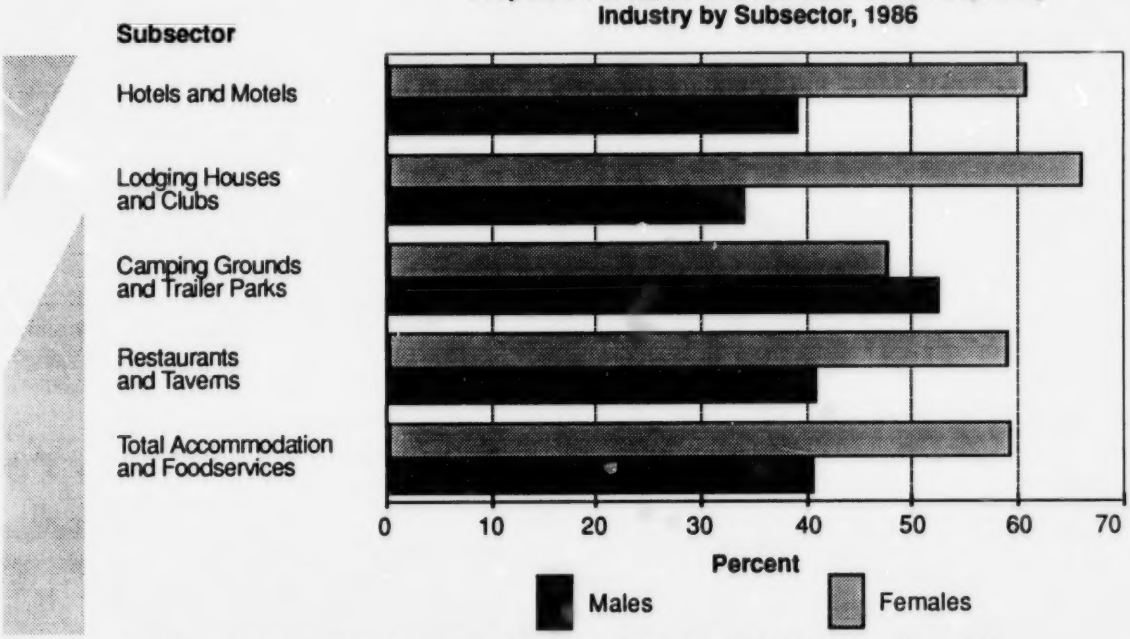
Source: Laventhol & Horwath Survey, January 1989.

Male/Female Distribution

Females continue to represent the majority of employees in the hospitality industry as a whole, constituting approximately 60 percent of the workforce according to the 1986 Census (Chart 4).

Our survey has confirmed the census data trend of a higher percentage of females than males. Females represented 56 percent of employment in Accommodation and Foodservice sectors.

Chart 4
Proportion of Males and Females in the Hospitality Industry by Subsector, 1986



Source: Statistics Canada, Labour Statistics, Catalogue #93-113, November 1988.

SECTION V

MARKET OUTLOOK

Introduction

In this section, current and future demand is discussed, including current employment and skill and training requirements. Additionally, external supply issues such as current recruiting difficulties, turnover reduction, image enhancement and the manner in which companies are currently managing for retention are discussed.

Supply/demand gaps have been calculated and training considerations are highlighted. Recommendations for closing gaps are also mentioned.

Human Resources Demand

a) Current Employment

The respondents to our questionnaire were asked to identify current employment in both full-time and part-time positions. Table 6 columns (a) and (b) show the data from this inquiry. The first column (column (a)) shows the mean number of current full-time employees. For instance, the average Foodservice business in our sample had 4.1 managers/supervisors on staff in early 1989. The second column (column (b)) provides the mean number of part-time employees on staff in each job category.

From columns (a) and (b) we can see that the average Foodservice business responding to our questionnaire had 29.1 full-time employees and a further 21.7 part-time employees. The average Accommodation business responding was smaller, having 12.5 full-time and 4.9 part-time employees.

Small firms predominate in the industry. While our data in Table 6 might appear to indicate that the average Foodservice business in the province employs more than 40 people, this is not the case. The large majority of firms employ fewer than 40 people, but the presence of a few very large firms skew the mean. Very small firms do not tend to have strategic plans, well thought out growth plans, or human resource plans and therefore did not respond to this particular question as readily as large firms.

Note: Caution must be exercised in reviewing Table 6. Firstly, only 30 percent of respondents actually responded to this question which is generally reflective of the fact that many organizations do not have human resource plans and cannot predict growth in employment needs in the future. Secondly, as expressed earlier, these projections may be more representative of larger organizations than smaller ones. Accordingly, it would be inappropriate to use this table to extrapolate to the universe or to particular job categories (i.e. chefs/cooks). The table is, therefore, to be considered directional only.

Table 6

Current Employee Means and Forecast Requirements by Occupation
(Mean Number of Employees)

Occupation	Current Employees F/Time (a)	Current Employees P/Time (b)	Current Vacancies F/Time (c)	Current Vacancies P/Time (d)	Need/1992 (e)	Gap e-(a+b)	Increase %
Foodservice							
Manager/Supervisor	4.1	0.2	0.2	0.1	5.3	1.0	23.3
Host/Hostess	0.7	0.6	0.1	0.1	1.7	0.4	30.8
Captain Waiter/Waitress	0.4	0.3	0.1	0.0	0.9	0.2	28.6
Waiter/Waitress	8.7	10.5	0.7	1.0	24.1	4.9	25.5
Bus Person	1.8	2.7	0.2	0.3	5.9	1.4	31.1
Bartender	1.7	1.1	0.1	0.1	3.3	0.5	17.9
Exec. Chef/Head Cook	1.3	0.1	0.1	0.0	1.7	0.3	21.4
Cook	4.6	2.9	0.4	0.3	9.2	1.7	22.7
Baker/Pastry Cook	0.5	0.1	0.0	0.0	0.7	0.1	16.7
Kitchen Help/Dishwasher	3.9	2.9	0.3	0.4	8.5	1.7	25.0
Accounting/Administration	1.4	0.3	0.1	0.0	1.9	0.2	11.8
Foodservice Total	**29.1**	**21.7**	**2.3**	**2.3**	**63.2**	**12.4**	**24.4**
Accommodation							
Manager/Supervisor	2.0	0.1	0.0	0.0	2.1	0.1	4.8
Reservations/Desk Clerk	1.6	0.6	0.1	0.1	2.7	0.5	22.7
Concierge/Information Clerk	0.4	0.1	0.0	0.0	0.6	0.1	20.0
Doorperson/Valet/Bellperson	0.3	0.4	0.1	0.0	0.9	0.2	28.6
Room Attend't/Housekeeper	3.4	1.6	0.5	0.2	5.8	0.8	16.0
Janitor/Housekeeper	1.2	0.7	0.2	0.1	2.2	0.3	15.8
Maintenance/Engineer	1.2	0.2	0.1	0.1	1.6	0.2	14.3
Campground Cleaner	0.1	0.2	0.1	0.0	0.4	0.1	33.3
Recreational Attendant	0.1	0.3	0.0	0.1	0.5	0.1	25.0
Social Directors & Staff	0.3	0.1	0.0	0.0	0.5	0.1	25.0
Accounting/Admin. Purch.	1.1	0.2	0.0	0.2	1.3	0.1	7.7
Security	0.8	0.4	0.0	0.1	1.5	0.3	25.0
Accommodation Total	**12.5**	**4.9**	**1.1**	**0.9**	**20.1**	**2.9**	**16.7**
Industry Total	**41.6**	**26.6**	**3.4**	**3.2**	**83.3**	**15.3**	**22.4**

FORECASTS CALL FOR A 23 PERCENT INCREASE IN EMPLOYEES REQUIRED OVER THREE YEARS.

Question: "How many permanent full-time employees are in these categories now?
How many permanent part-time employees are in these categories now?
How many full-time vacancies do you presently have in each category?
How many part-time vacancies do you presently have in each category?
How many employees do you expect to have by 1992 in each of these categories?"

Source: Laventhol & Horwath Survey, January 1989.

b) Current Human Resource Requirements

There are vacancies in the industry at this time. Columns (c) and (d) of Table 6 show that, on average, there are 2.3 full-time and 2.3 part-time vacancies in the average Foodservice business and 1.1 full-time and 0.9 part-time vacancies in the average Accommodation business. In percentage terms, table 7 indicates the vacancy rate by type of position and by industry sector.

Table 7

Current Vacancies by Occupation
(Mean number of employees per position)
January 1989

Occupation	Total Positions F/Time	Total Positions P/Time	Current Vacancies F/Time	Current Vacancies P/Time	Current Vacancies F/Time	Current Vacancies P/Time
Foodservice					(Percentages)	
Manager/Supervisor	4.3	0.3	0.2	0.1	4.7	33.3
Host/Hostess	0.8	0.7	0.1	0.1	12.5	14.3
Captain Waiter/Waitress	0.5	0.3	0.1	0.0	20.0	0.0
Waiter/Waitress	9.4	11.5	0.7	1.0	7.4	8.7
Bus Person	2.0	3.0	0.2	0.3	10.0	10.0
Bartender	1.8	1.2	0.1	0.1	5.6	8.3
Exec. Chef/Head Cook	1.3	0.1	0.1	0.0	7.7	0.0
Cook	5.0	3.1	0.4	0.3	8.0	9.7
Baker/Pastry Cook	0.5	0.1	0.0	0.0	0.0	0.0
Kitchen Help/Dishwasher	4.2	3.3	0.3	0.4	7.1	12.1
Accounting/Administration	1.4	0.3	0.1	0.0	7.1	0.0
Foodservice Total	**31.2**	**23.9**	**2.3**	**2.3**	**7.4**	**9.6**
Accommodation						
Manager	2.0	0.1	0.0	0.0	0.0	0.0
Reservation Desk Clerk	1.7	0.7	0.1	0.1	5.9	14.3
Concierge/Information Clerk	0.4	0.1	0.0	0.0	0.0	0.0
Doorperson/Valet/Bellperson	0.4	0.4	0.1	0.0	25.0	0.0
Room Attend't/Housekeeper	3.9	1.8	0.5	0.2	12.8	11.1
Janitor/Housekeeper	1.3	0.8	0.2	0.2	15.4	25.0
Maintenance Engineer	1.3	0.3	0.1	0.1	7.7	33.3
Campground Cleaner	0.2	0.2	0.1	0.0	50.0	0.0
Recreational Attendant	0.1	0.3	0.0	0.1	0.0	33.3
Social Directors & Staff	0.4	0.1	0.0	0.0	0.0	0.0
Accounting/Admin. Purch.	1.1	0.4	0.0	0.2	0.0	50.0
Security	0.8	0.5	0.0	0.1	0.0	20.0
Accommodation Total	**13.6**	**5.7**	**1.1**	**1.1**	**8.1**	**17.5**
Industry Total	**44.8**	**29.6**	**3.4**	**3.3**	**7.6**	**11.1**

Current Vacancies are concentrated in unskilled and in part-time jobs. Overall Vacancy rate for all jobs is 9.1 percent.

Question: "How many full-time vacancies do you presently have in each category?
How many part-time vacancies do you presently have in each category?"

Source: Laventhol & Horwath Survey, January 1989.

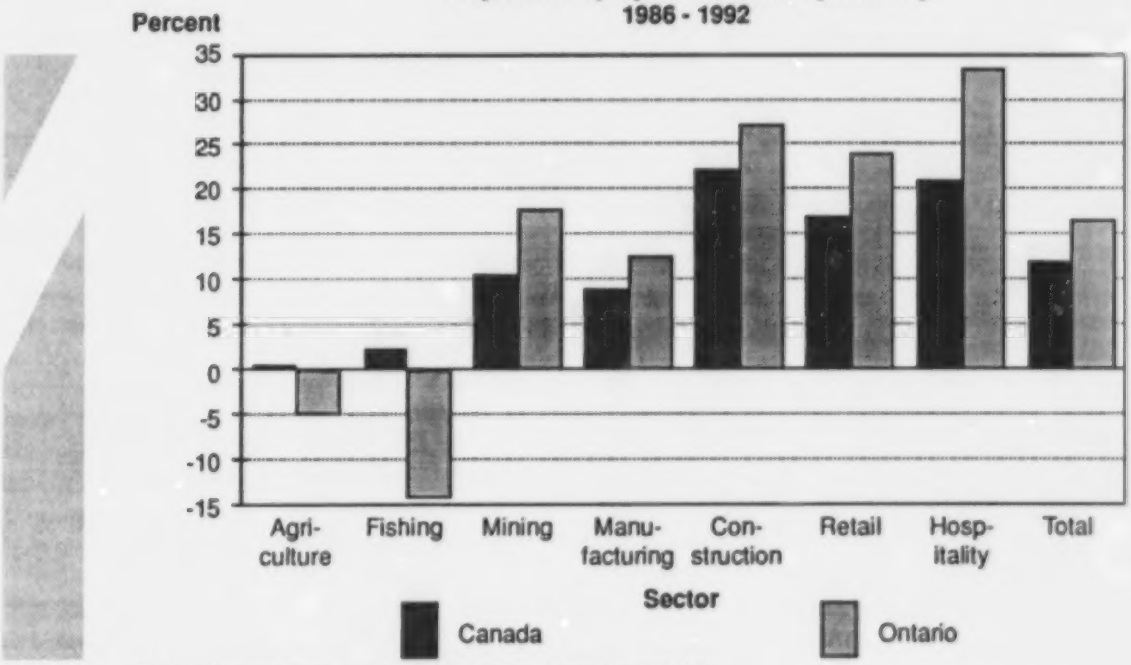
In our preliminary interviews, the greatest shortages were indicated for chefs/cooks, waiters and waitresses, and back-of-house staff such as dishwashers. In Accommodation, shortages were mentioned most often in the housekeeping functions. An examination of Table 7 shows that this is true for waiter/waitress positions and for housekeepers, but it points out dramatically that most shortages (in percentage terms) are for part-time employees in several job areas.

The part-time vacancy rates will be difficult to reduce unless very creative means are employed to induce people to enter the workforce who otherwise would not, or could not, work, e.g. senior citizens, homemakers, and persons with disabilities, selected immigrants, etc.

c) Demand by 1992

Employment in the Accommodation and Foodservice sectors is anticipated to grow at a rate in excess of 21 percent for Canada and 33.5 percent for Ontario, during the years 1986 to 1992, according to projections made by Employment and Immigration Canada (COPS). This growth rate is greater than most industries are expected to experience in Canada (Chart 5).

Chart 5
Projected Employment Growth by Industry
1986 - 1992



Source: Employment and Immigration Canada, COPS.

In our survey of over 1,000 hospitality establishments in Ontario, we asked respondents to estimate their employment needs by 1992. The data from this request are presented in Table 6 in column (e). The net gap over current employment for each job is shown adjacent to column (e) and this is followed by the same data shown as a percentage increase over current employment.

These data indicate an overall additional employment requirement of 24.4 percent in Foodservice and 16.7 percent in Accommodation businesses. The reader must be aware though, that not all of this is projected new job creation. Much of this demand already exists in the form of current vacancies as described above. It does tend to compare favourably with, but is somewhat higher than, Employment and Immigration's projections (COPS) of a 14 percent increase between 1988 and 1992 for this industry.

In general, our data indicate that the greatest needs are for people in the following categories: waiters/waitresses, bus-persons, kitchen helpers and housekeepers, and for a few skilled positions such as cooks, chefs, and reservations/front desk staff. Human resource requirements for part-time jobs are generally greater than for full-time jobs.

External Supply

a) Current Recruiting Difficulties

Recruiting is reputed to be one of the major problems in the hospitality industry. We have found in our research that while recruitment was a problem, retention of employees was a greater problem at this time.

Table 8 displays the data we received concerning current recruiting difficulties. The first column shows the same job titles as those discussed above. The second column depicts the percent of respondents who indicated they had difficulty recruiting regardless of the reason(s). Fully one-third expressed difficulty with recruiting waiters/waitresses and cooks, while about one-fifth had difficulty recruiting kitchen help/dishwashers and housekeepers. These data are consistent with the anecdotal views expressed in our interviews. Substantial difficulties exist, in addition though, in recruiting Foodservice managers, executive chefs, and reservations/desk clerks.

When asked for reasons why they experienced difficulties recruiting, employers responded that there was both a lack of applicants as well as a lack of qualified applicants, particularly for Foodservice managers, waiters/ waitresses, and cooks.

Some of these responses about lack of applicants, however, require further analysis. In some of our expert interviews with employers we asked about turnover and the sheer volume of people going through an establishment's employment rolls. The responses indicated that there were a sufficient number of applicants who sought employment, but many did not stay for any length of time. For instance, one hotel/bar/restaurant business that employs 300 people in peak season and 150 in low season issued 629 T-4 slips in February 1989 for the 1988 calendar year. These types of statistics were repeated for other organizations which we interviewed. This would indicate that while a sufficient number of persons sought employment, there were inadequacies in the organization's recruiting, selection, and retention practices.

Table 8

Recruiting Difficulty by Occupation

Occupation	Experienced Difficulty	Lack of Applicants	Lack of Qualified Applicants
Foodservice		(Percentages)	
Manager/Supervisor	15.4	6.6	11.2
Host/Hostess	8.1	4.6	4.9
Captain Waiter/Waitress	5.8	2.9	3.9
Waiter/Waitress	34.4	20.4	19.3
Bus Person	9.9	7.2	4.2
Bartender	11.3	6.2	7.0
Exec. Chef/Head Cook	10.9	5.1	8.4
Cook	36.3	19.9	24.5
Baker/Pastry Cook	7.4	3.7	5.5
Kitchen Help/Dishwasher	21.4	15.5	8.5
Accounting/Administration	3.9	1.8	2.7
Accommodation			
Manager/Supervisor	5.6	1.7	1.4
Reservations Desk Clerk	12.4	1.4	0.8
Concierge/Information Clerk	1.6	5.2	4.5
Doorperson/Valet/Bellperson	2.3	0.9	8.3
Room Attend't/Housekeeper	22.2	1.9	0.9
Janitor/Houseperson	9.4	16.7	1.6
Maintenance/Engineer	7.5	6.6	8.6
Campground Cleaner	4.4	3.3	3.8
Recreational Attendant	1.7	3.1	5.2
Social Directors & Staff	1.4	0.9	2.0
Accounting/Admin. Purch.	3.3	0.9	1.1
Security	1.7	1.4	0.9

Question: "Check here if you currently encounter recruiting difficulties for these occupations.
Please check what your major difficulties are:
i) lack of applicants
ii) lack of qualified applicants"

Source: Laventhol & Horwath Survey, January 1989.

Given the future demand, the issue of future supply must be addressed. The hospitality industry traditionally has recruited young people to fill its employment needs. However, the baby boom generation has progressed beyond the 16 to 24 age group and hence this labour pool is steadily decreasing. Population growth has been slowing for the past decade with expectations of continued slow growth for the remaining decade of 0.5 percent per year between 1991 to 1996. This has resulted in a significant shift in the population age-mix overall. According to Statistics Canada's population forecast, during the next decade we will see a 7 percent decline in the number of Canadians under 35. Offsetting this will be a 25 percent increase in the number of people 35 and over. By 1996, it is expected that just under 28 percent of the population will be 50 years old, versus 22 percent in 1976, with slightly more than 13 percent over 65, compared to just under 9 percent in 1976.

A static birth rate and a leveling of immigration have been the major causes of this shift and it is unlikely that any major changes in these two factors will occur. The result is an almost static, aging population which has put pressure on a limited labour pool.

The industry must look to and nurture additional and alternate sources of labour supply. These might include retirees/senior citizens, persons with disabilities, mothers/homemakers, and immigrants.

b) Turnover Reduction

One of the most powerful ways to reduce recruitment problems is to reduce replacement needs. Turnover reduction serves this purpose well. In our interviews we found that some establishments have found effective means of reducing turnover through a greater attention to the employee. They do this by orienting new employees very carefully so they feel like they belong instantly, by holding open meetings and discussions to ensure employees "feel in on things" and understand the firm's situation in its marketplace, by promoting from within (busperson to wait staff, wait staff to host, etc.), and by ensuring employees feel very competent to deal with whatever eventuality they might run into at work, e.g. handling an outraged customer.

Data from the mail survey indicate that 35 percent of those people who leave their place of employment leave to go outside of the hospitality industry (see Table 9). This would indicate that much of the turnover is not out of the industry, but, rather, movement by individuals to find better places to work with the skills they have. We suspect that much of the current vacancy rate we noted above is due to people in the industry who are currently in transition from one job to another.

Table 9

Where do People Move?

	Survey Total	Foodservice # Employees Total	Foodservice # Employees Small	Foodservice # Employees Large	Foodservice Sales Vol. Small	Foodservice Sales Vol. Large	Accommodation # Employees Total	Accommodation # Employees Small	Accommodation # Employees Large	Accommodation Sales Vol. Small	Accommodation Sales Vol. Large	Region Central	Region S.W.	Region S.E.	Region N.E.	Region N.W.
							(Percentages)									
Supervisory/Management																
Remain in industry	58	59	56	62	60	58	58	55	-	55	-	56	-	-	-	-
Parallel	16	16	16	16	14	17	16	16	-	17	-	15	-	-	-	-
Another occupation	26	25	27	22	25	25	26	29	-	28	-	29	-	-	-	-
Back-of-House																
Remain in industry	48	50	48	55	47	52	45	41	-	42	-	53	-	-	-	-
Parallel	15	15	14	16	14	16	17	16	-	17	-	14	-	-	-	-
Another occupation	37	36	39	29	39	33	39	42	-	41	-	33	-	-	-	-
Front-Line																
Remain in industry	42	44	44	46	42	46	39	37	-	37	-	44	-	-	-	-
Parallel	15	14	13	17	12	16	16	16	-	17	-	13	-	-	-	-
Another occupation	43	42	43	38	46	38	45	47	-	46	-	43	-	-	-	-

A dash (-) indicates insufficient data in the cell to draw conclusions.

Question: "Where do _____ level employees go when they leave your employ? Approximately what percentage fall into each category (to total 100%)?
Remain in Industry (Same skills/same industry)
Parallel (Same skills/different industry)
Another Occupation (Different skills, different industry)"

Source: Laventhol & Horwath Survey, January 1989.

c) Image Enhancement

In order to attract workers to the industry, the industry's image of low pay, long hours, and weekend/holiday work needs to be corrected. It is not accurate to generalize this to the industry as a whole, since not everyone in the industry makes low pay, works long hours, and works every weekend or every holiday.

One of the most appealing features the industry has for potential and actual employees is the opportunity to work with the public in a service mode. The industry does not require many people whose basic skill sets are pencil and paper dominated. Instead, it requires employees who have a true liking for people and a desire to learn and apply the best customer service skills possible. Students who have demonstrated an ability to communicate, largely orally, and the ability to relate well with others, are particularly well-suited to work in the industry.

The industry has several associations that could become involved in an image-management endeavour. At this time it does not appear that any one has been able to mobilize the whole industry, and none seems to be willing to "go it alone". Perhaps the need for a strong industry-wide voice will have to be addressed before any real progress can be made on this front.

Improvement of the industry's image will, of course, be greatly affected by an improvement in human resource management techniques.

d) Recruiting and Managing for Retention

Overview

The labour supply problem in the hospitality industry stems in part from an inability of employers to retain their employees.

A number of perceptions were examined. It was thought that people don't want to work for a living, and that Unemployment Insurance and Welfare payments are too high. Our interviews with individuals already employed in the industry, as well employers, suggest that, although there might be isolated instances of the above, they have not been barriers to considering the industry as a suitable place to work. However, the issue of whether persons already on social assistance may be deterred from entering the industry because of comparatively low wages has not been determined in this report.

Another perception that was examined was "that people take jobs in the industry while waiting to find a 'real' job." While turnover out of the industry is 35 percent, the majority of people employed in the hospitality industry are there because they like the industry, like working with people and enjoy what they are doing. If more time were spent by the employer in the job interview process, as described previously, employers would know if their employees were considering employment in the industry as merely a temporary measure and could plan accordingly.

Major issues related to employee needs, retention issues and practices follow.

Employee Needs

In our employee focus groups we asked "What do employees want at work?" We expected to hear "more money," "less weekend and holiday work," "better working conditions," "better benefits," etc. We did not get these answers. Instead, we found that, like employees everywhere, they wanted to "feel in on things," "take pride in their work," "give good customer service," etc. Somehow employers, as evidenced by the results of our mail survey, are not aware of their employees' concerns.

The main reason stated by employers as to why employees leave their jobs was "to make more money" (see Table 10). This sentiment was reflected both in the surveys and interviews. The hospitality industry has the reputation of being a low paying industry and outside major urban areas in Central Ontario, the average employee is often paid only the minimum wage. Yet this is only one of a number of factors which motivate employees to leave.

Retention Issues

Hospitality industry employees in the focus groups indicated that money was a reason for employees to leave their present employer, however, not a prime reason. They remained in hospitality because they liked working in the industry.

Other commonly mentioned reasons for leaving hospitality jobs included, "to go back to school" and "working conditions." Many establishments can count on their summer employees (students) returning the following year as full-time employees.

"Working conditions" was mentioned as a reason for leaving a job by a number of sources. Industry experts interviewed recognized that inadequacies exist in the working conditions in both the Foodservice and Accommodation industries. The definition of working conditions ranged from the hours of work, to the working environment, to the team or family spirit that exists. Employees in the focus groups also indicated that if the working conditions were to their satisfaction, they would be less inclined to look around for another job, despite differences in the level of compensation.

On average, 65 percent of employees remain either in the industry or move to a parallel industry. Thirty-five percent leave the industry. Supervisory/management level employees are most likely to remain in the industry when they leave their jobs. Only 26 percent of survey respondents indicated that supervisory/management level employees go to another industry (see Table 9), as compared to 43 percent for front-line employees. Accommodation industry employees appear slightly more likely to change industries than Foodservice employees. This probably results from the more specialized skills necessary for Foodservice employment.

Retention Practices

Employers have attempted to provide employees with more money and benefits and to improve working conditions, according to our survey (see Chart 6). This is in obvious response to their perception of the main reasons why employees leave their jobs. However, this does not appear to be enough to stem the tide of departing employees.

Table 10

Main Reasons Why Employees Leave
(Average Rankings)

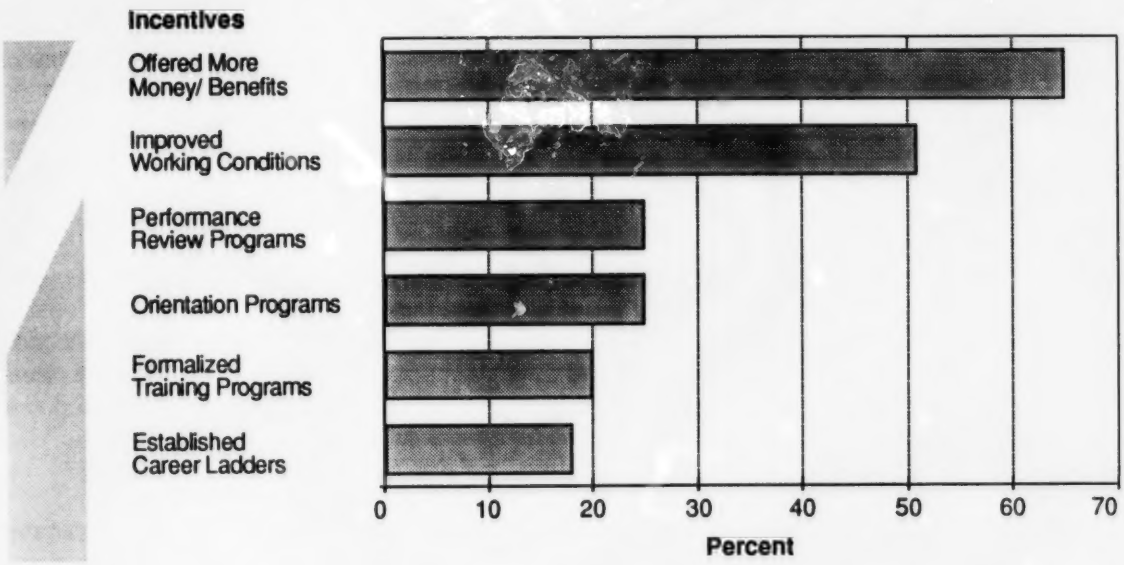
Reasons	Survey Total	Foodservice					Accommodation					Region				
		# Employees			Sales Vol.		# Employees			Sales Vol.						
		Total	Small	Large	Small	Large	Total	Small	Large	Small	Large	Central	S.W.	S.E.	N.E.	N.W.
To make more money	1.9	1.9	1.9	2.1	1.9	1.9	1.9	1.8	2.1	1.8	2.0	1.9	1.8	1.9	1.9	1.8
To go back to school	3.1	3.2	3.0	3.6	2.9	3.4	2.9	2.6	3.7	2.7	3.4	3.3	3.2	3.3	2.3	2.1
Working conditions	3.4	3.5	3.5	3.5	3.4	3.5	3.2	3.2	3.5	3.2	3.3	3.6	3.9	3.4	2.9	2.5
Career advancement opportunities outside the hospitality industry	3.6	3.5	3.6	3.5	3.5	3.6	3.7	3.7	3.6	3.6	3.8	3.7	3.3	3.6	2.9	3.6
Better benefits	3.9	3.9	3.7	4.4	3.6	4.2	3.9	3.7	4.5	3.8	4.1	4.0	4.0	3.9	4.0	3.2
Career advancement opportunities within the hospitality industry	3.9	3.9	4.1	3.4	4.1	3.8	3.8	4.0	3.1	3.8	3.8	3.8	4.2	3.9	3.6	4.4
Technology changes	6.5	6.5	6.5	-	6.4	6.6	6.5	6.4	6.8	6.5	6.6	6.6	6.1	6.5	6.1	6.8

A dash (-) indicates insufficient data in the cell to draw conclusions.

Question: "What do you believe are the main reasons why employees leave? (Please rank the following in order of importance, 1 being the most important, 2 being the second most important, etc.)"

Source: Laventhol & Horwath Survey, January 1989.

Chart 6
Steps Taken to Retain Employees



According to survey respondents, almost two-thirds of employers have offered more money/benefits in order to retain their employees. This trend is more prevalent in the Foodservice industry and in Central Ontario, where competition is intense and many jobs go unfilled (Table 11).

More than 50 percent of employers have improved working conditions in their establishments. Our expert interviews have told us that there are wide variations in the definition of working conditions. An improvement for some employers might be the employees' ability to request specific shifts instead of being assigned to a particular shift, while to another employer the development of a team spirit is a change in working conditions. Progressive employers have realized that improvements in working conditions should be done before offering an employee more money. They often work as well and cost less.

Other steps taken to retain employees include orientation programs, formalized training programs and performance review programs. One-quarter or less of the survey respondents indicated taking those steps.

It was obvious from the focus group sessions that many variables affect an employee's job satisfaction, with money/benefits being only one variable. Employees indicated the lack of orientation programs, as well as formalized training programs, performance reviews and career ladders affect their degree of job satisfaction.

Progressive employers, as we discovered in our expert interviews, are beginning to realize that in a tight labour market retention of employees is a key issue. They are beginning to take the time to both recruit properly as well as manage their employees in a manner that encourages employees to want to stay.

Table 11

Steps Taken to Retain Employees

Incentives	Foodservice					Accommodation					Region				
	# Employees			Sales Vol.		# Employees			Sales Vol.						
	Total	Small	Large	Small	Large	Total	Small	Large	Small	Large	Central	S.W.	S.E.	N.E.	N.W.
	(Percentages)														
Offered More Money/Benefits	69	66	83	68	71	61	58	81	61	60	78	61	66	45	46
Improved Working Conditions	56	54	69	52	61	45	43	63	45	43	61	53	48	33	36
Performance Review Programs	30	24	56	20	43	20	14	52	16	34	37	26	26	5	7
Orientation Programs	29	21	61	19	42	22	16	59	20	33	32	21	24	10	18
Formalized Training Programs	24	16	52	14	36	17	12	47	14	28	29	19	20	11	4
Established Career Ladders	22	14	50	10	36	14	8	43	10	29	25	16	20	9	4

Question: "What steps have you taken to retain your employees? (Check all that apply)."

Source: Laventhol & Horwath Survey, January 1989.

e) Advancement

A promise of advancement and realistic steps to achieve that higher level would motivate most employees.

Even employees who do not consider the hospitality industry as a career are still interested in some degree of recognition of their achievement. Another perception that was examined in our research was that "everyone wants to be a manager," that "no one wants to roll up his/her sleeves and do the work." This view was provided by employers in our first phase of exploratory research, with respect to students graduating from college/university hospitality programs. Suggestions have been made to revise educational programs to include more practical work in the industry, as part of the program. This will enable recent graduates to experience the challenges of various positions and employers to feel that graduates have more practical experience, rather than just theoretical knowledge. Additionally, not everyone is suited to or wishes to become a manager. We found that some employees enjoy their role in the service industry and believe that they are performing important tasks and serving a purpose.

One of the major deficiencies mentioned by employees in the focus groups was the lack of a career ladder. Small establishments are often unable to provide advancement opportunities for their employees. Employees that are interested in the hospitality industry as a career have to move around from job to job in order to design their own training program and to gain experience in all facets of the industry.

Approximately 40 percent of all survey respondent establishments indicated that there are advancement opportunities for front-line and back-of-house employees (see Table 12). The percentage of establishments with advancement opportunities increases dramatically with the size of the establishment.

Opportunities for advancement for management level employees is markedly lower than for other employees. Additionally, the industry consists mostly of small establishments, many of which are family run; thus, advancement opportunities for management outside the family are few.

Supply-Demand Gaps

As pointed out earlier, the large gaps that do exist (see Table 6 and Table 7) occur in part-time jobs and in a few full-time jobs, both skilled and semi-skilled, e.g. waiter/waitress, housekeeper and cook. Concerted efforts will have to be made to attract people to these jobs over and above the efforts being made now. Attracting people from non-traditional sources, e.g. seniors, homemakers, persons with disabilities, etc., and improving the industry's image with secondary students are two potential avenues for action.

On the other hand, the dramatic effects of these shortfalls can be mitigated by those businesses that take pains to introduce well thought out retention programs to reduce their replacement needs.

Changing the industry's image is an industry-wide problem and must be attacked as such. Improving recruiting, selection, placement and retention activities is business-specific and can be done with a modicum of attention to human resource management.

Table 12

Advancement Opportunities Available

Occupational Group	Survey Total	Foodservice					Accommodation					Region				
		# Employees			Sales Vol.		# Employees			Sales Vol.						
		Total	Small	Large	Small	Large	Total	Small	Large	Small	Large	Central	S.W.	S.E.	N.E.	N.W.
		(Percentages)														
Front Line	40	47	38	82	33	64	35	27	77	32	49	45	45	41	36	24
Well-known	83	81	88	-	89	76	85	93	-	88	-	83	-	-	-	-
Back of House	38	46	37	78	34	61	33	25	73	28	49	42	39	40	35	24
Well-known	83	82	89	-	90	77	82	90	-	86	-	81	-	-	-	-
Management	27	32	23	65	19	47	23	16	62	20	36	34	23	31	21	12
Well-known	96	96	96	85	-	91	92	-	-	-	-	94	-	-	-	-

A dash (-) indicates insufficient data in the cell to draw conclusions.

Question: "Are there advancement opportunites in your establishment for _____ employee? Are these opportunites well known to these employees?"

Source: Laventhol & Horwath Survey, January 1989.

Closing the Gaps

A careful reading of the above will indicate that while gaps do exist, they can be successfully addressed by improving recruitment methods, retention efforts and training efforts on the part of individual businesses and by improving the industry's image with potential employees.

This can best be demonstrated by the following three case studies taken from our interviews. For purposes of maintaining confidentiality, the names of these establishments have not been included.

Case 1

Company A has in excess of 40 Foodservice locations in the province, the majority of which are located in Metropolitan Toronto. Up until two years ago, the money spent on training, not only orientation training, but on-going training, was negligible. Prior to that time, labour availability was not a major problem and labour turnover rates of 250 percent at the front-line were manageable.

Senior managers recognized that the labour pool was shrinking and alternative measures had to be considered. Their response was to invest in their existing employees. The company prepared and delivered a structured and tailored orientation program and on-going support programs. In addition, money was set aside to allow store managers a pool of funds to establish esprit de corps within the ranks. The company estimates that it has more than recovered its training investment and on-going costs associated with the program through:

- reduced labour turnover -- estimated to be in the 50 percent to 100 percent level per annum and, thus, reduced recruiting costs,
- less disruption as new staff is introduced into the system, and
- reduced training costs -- as fewer new staff has to be trained.

The company intends to continue to streamline its training programs. The company has also found that it has been able to increase wage rates without having a dramatic effect on the overall profitability -- increased sales through increased customer satisfaction.

Case 2

A major hotel chain provided the following comments related to employee recruitment. It had recently opened a new hotel in 1988 and interviewed close to 10,000 potential candidates. There was no shortage of candidates but many were not qualified. It was not prepared to lower its standards, however, and persisted in interviewing and accepting only qualified candidates. Its philosophy is best embodied in the following direct quotation:

> "You don't lower your standards according to the best of the lot. Your standards are here and you just keep the funnel open until you can get as many into that."

For them, the effect of poor recruitment had a very damaging impact --

> "You hire somebody you compromise with, mix them with others, and slowly, instead of the level you are trying to achieve, everything's come down."

At each hotel the General Manager has the final authority over which employee is hired. The Manager meets them personally, including part-time or summer help. The General Manager also walks around the hotel and will stop in to see new recruits and ask how they are finding things and if they have any problems.

Labour turnover is not a severe problem in this company. Because it is able to offer exceptional service, it is able to pay higher wages and charge higher prices without fear of alienating customers/guests.

Case 3

A non-metropolitan resort/hotel facility has labour turnover of approximately 50 percent compared to others in its immediate area of 150 percent to 250 percent. The reason for these low turnover rates is best typified by the following quotation:

> "I look at our staff as an investment. Thirty-three percent of every dollar revenue goes to staff and I look after them. We have high goals and my staff is our only way to reach these goals. Staff is proud to work here."

Actions taken by senior management include:

- three-hour orientation for every staff member,
- monthly staff meetings for departments,
- open book policy -- "I give my staff all the numbers,"
- career ladders,
- on-going training investment -- average $500/employee per year, and
- on-going on-the-job training.

This employer actually pays less for unskilled labour than the rest of the industry in his immediate area. This lower turnover rate has a dramatic effect on his customer/guest base. Repeat business for this organization is approximately 72 percent -- "our guests see the same staff. That has a positive impact on their experience when they come to us."

SECTION VI

EDUCATION AND TRAINING

Introduction

This section first explores the programs currently being offered by the Province's educational institutions and possible additional needs in technology and skills training. It then goes on to identify major impediments to increased effort in this area and the suggested role for industry, government and the educational system.

Based on projected employment growth of the hospitality industry, there will be increased pressure on educational institutions and on employers to provide formal training programs for the hospitality industry. This need may come in the form of co-op programs, expanded apprenticeship programs, as well as in-class traditional programs, (albeit, the suggestion of mobile classrooms in remote communities has also been suggested).

The expected increase in demand for these structured programs are the result of:

- expected increase in need for trained staff, particularly, waiters/waitresses and chefs/cooks (Table 6), and

- an expressed desire by employers to increase the level of formal training for staff, particularly for managers/supervisors in human resources.

There is a recognized need on the part of employers that increased training is necessary. Unfortunately, many do not know what formal and informal programs are offered by the institutions as well as which would be most beneficial for both employer and employee.

Current Educational Programs

Education in the hospitality industry may be divided into the following two segments:

Pre-Employment
Employer-Based

Pre-Employment Programs

There are a number of short courses (less than 1 year) that are offered by colleges in Ontario. Food preparation is offered by 13 colleges, and enrollment in 1984 and 1986 has been approximately 260 students each year. Approximately 85 percent of enrollees graduate from this program. Other programs include Baking, Bartending, Retail Meat Cutting, Food and Beverage Service and Hotel Front Office and Reception.

Other pre-employment programs that are offered by educational institutions include Chef Training and Culinary Management. Enrollment in those programs has increased 74 percent and 400 percent, respectively, from 1982 to 1986.

According to the Ministry of Colleges and Universities and the educational institutions involved in this field, there were over 4,000 students enrolled in hotel, food and beverage, restaurant and resort management programs in 1986 (see Table 13). These are one, two and three year programs offered at 16 colleges and universities. Enrollment has increased 25 percent from 3,347 in 1982 to 4,195 in 1986, although it is believed that it has leveled off since that time. The number of graduates has increased 43 percent over the same period.

Table 13

Education in the Hospitality Industry

Training Programs	Number of Institutions Offering	Enrollments (#)			Graduates (#)		
		1986	1984	1982	1986	1984	1982
Post Secondary							
Hotel, Food & Bev., Restaurant & Resort Hospitality Mgmt/Admin Prog. (1,2 + 3 yr. prog.)	(16)	4,915	3,812	3,347	1,007	787	702
Chef Training (Pre-employment Cooks)	(3)	176	160	101	111	111	88
Culinary Management (Chef Co-op)	(2)	175	54	35	85	39	13
Short Programs							
Food Preparation (I&II)	(13)	258	261	238	219	222	202
Baking Techniques	(3)	85	79	87	71	67	74
Patissier	(1)	25	25	--	20	10	--
Chinese Cooking (I&II)	(1)	45	12	--	42	10	--
Bartending	(3)	90	60	29	76	51	25
Retail Meat Cutting	(2)	120	104	106	102	88	90
Food Beverage Service	(8)	110	83	75	94	70	64
Hotel Front Office & Reception	(3)	60	60	60	52	51	49
		Enrollments (Active Apprentices) (#)			Graduates (Certificates of Apprenticeship) (#)		
Apprenticeship		1986	1984	1982	1986	1984	1982
Cook		1,433	1,203	799	344	370	287
Assistant Cook		5	5	5	4	7	2
Baker		196	159	128	23	38	26
Junior Baker		5	5	6	4	4	2
Patissier		25	15	--	8	33	--

1988 enrollment and graduate statistics not available at time of writing this report.

Source: George Brown, Inventory of Courses, updated by telephone, University of Guelph, Ryerson Polytechnical Institute, Ministry of Skills Development, Ministry of Colleges and Universities.

Employer-Based Programs

There are currently five trades in the hospitality industry with apprenticeship programs: Cook; Assistant Cook; Baker; Junior Baker; and, Patissier. Survey respondents indicated an interest in the establishment of apprenticeship programs in the occupations of Waiter/Waitress and Hotel Front Office and Reception. In general, there appeared to be an overall satisfaction with the direction being taken by the educational institutions with the possible exception of human resource related topics (as has been discussed in the previous section).

Impact of Technology on Formal and Informal Education Needs

Technological changes in the hospitality industry do not appear to be a major factor in current and future anticipated human resources and training needs, according to our survey; in-house informal programs are expected to accommodate these needs. Most industry experts also feel that the major changes have already occurred.

Three technologies most in use in Foodservice, according to our mail survey, are cash control and accounting (68 percent), warewashing (62 percent) and food processing/ holding/transportation (40 percent) (see Table 14). Inventory control and beverage dispensing are technologies that almost 30 percent of Foodservice establishments intend to expand or acquire.

Fire protection is the most often used technology in the Accommodation industry (68 percent), followed by cash control and accounting (38 percent) and advanced telephone technology (26 percent). Data processing and front desk technologies are anticipated to be expanded or acquired by almost 30 percent of Accommodation establishments. One-quarter expect to expand or acquire reservations technology.

Cash control and accounting are the main areas where additional skills will be required by Foodservice establishments (see Chart 7). These are areas that require on-the-job training related to specific equipment used by the establishment. Over 80 percent indicated that they were planning to train rather than hire people with these skills. Enhanced training in inventory control is also needed, and 88 percent of employers who saw a need for employee skill upgrading indicated that they will train their employees.

Front Desk skills were indicated as the greatest need for Accommodation establishments; 86 percent of employers were planning to train rather than hire employees with those skills (see Chart 8).

Specific Skills Training Requirements

Table 15 illustrates education and training requirements of the hospitality industry based on the 50 expert interviews. Training needs, what subjects should be covered and who should be doing the training, (whether institution and/or employer), are based on information prepared by the Interministerial Support Committee.

Employers responding to the survey indicated a need for training of waiters and waitresses (see Table 16). Employers did not indicate merely the specific topics to be covered; they also identified which occupations required training. Almost half of the Foodservice establishments with more than 40 employees indicated a need for training waiters and waitresses.

Table 14

Technologies in Use, Expected to Expand or Acquire

Technologies in Use	(Percent of Respondents)
Foodservice	
Cash control and accounting	68
Ware washing	62
Food processing/holding	40
Beverage dispensing system	29
Inventory control	24
Garbage handling	14
Accommodation	
Life (fire) protection	68
Cash control and accounting	38
Advanced telephone technology	26
Data processing	25
Energy control technology	24
Reservations	23
Front Desk	20
Technologies Expected to Expand/Acquire	
Foodservice	
Inventory control	29
Beverage dispensing	29
Cash control and accounting	28
Food processing/holding	23
Garbage handling	19
Ware washing	15
Accommodation	
Data processing	29
Front desk	28
Reservations	25
Cash control and accounting	24
Advance telephone technology	22
Security	20
Housekeeping/Laundry	20

Question: "Which of these types of technologies are currently in use in your establishment? (Please check). Which of these technologies do you expect to expand or acquire by 1992? (Please check)."

Source: Laventhol & Horwath Survey, January 1989.

Chart 7

Additional Skills Required in the Foodservices Sector as a Result of Technological Change

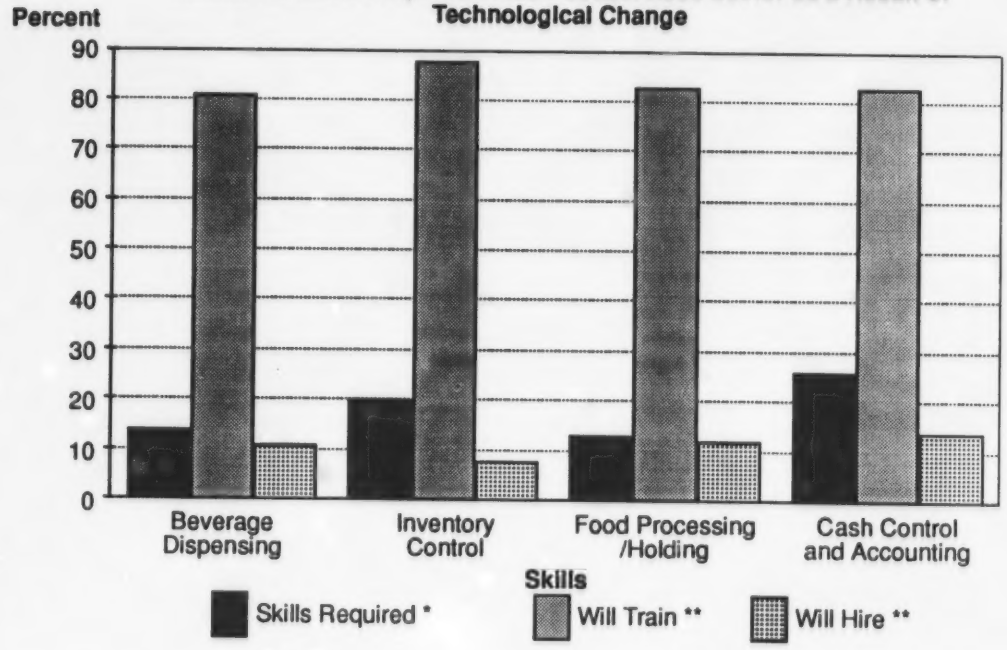
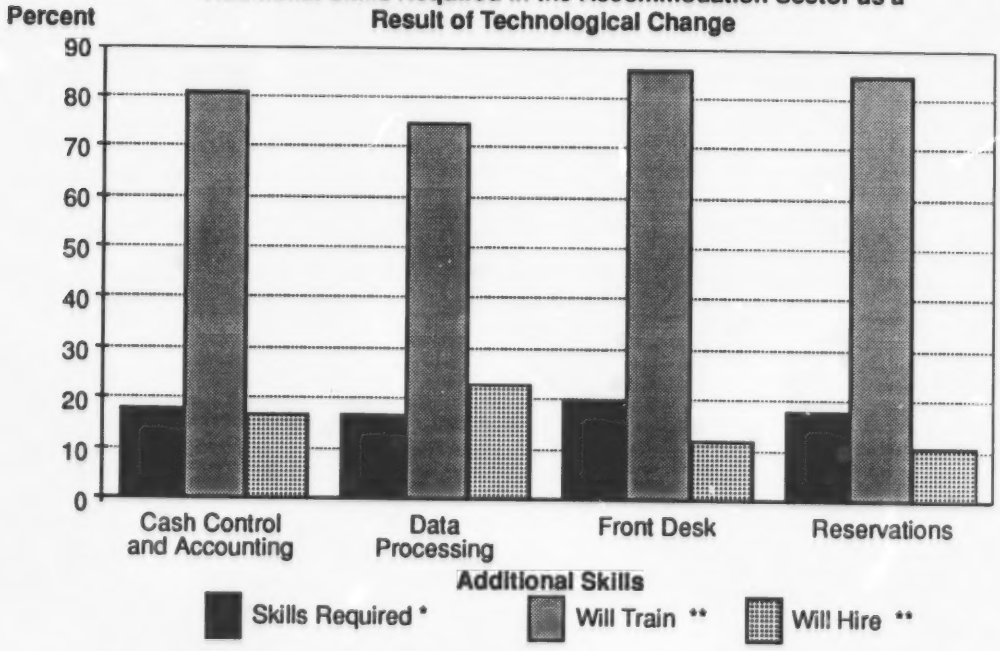


Chart 8

Additional Skills Required in the Accommodation Sector as a Result of Technological Change



* Percent of employers who will expand/acquire technology in their establishments.

** Percent of employers who indicated new skills will be required.

Table 15

Industry, Education and Training Requirements

Training	Who Does It Train?	Topics	Who Should Do It?
Pre-employment			
2-4 yr. college/university programs in Culinary, Hotel & Hospitality Management (traditional and co-op formats)	College/university students to be future management	Foodservice & Hospitality Management	Colleges, Universities, Employers
Preparatory/Upgrading Programs - less than 1 year	Potential employees to have quick training or upgrade current training	Variety of foodservice/ topics	Colleges, Employers
Employer-based			
Orientation	New employees	Orientation to establishment	Employers
Start-up	New employees	Orientation to specific function	Employers
Apprenticeship	Employees	Foodservice related	Employers, Colleges
Ongoing	Current employees	Task oriented training, cross training, or upgrading	Employers
"Train the Trainer"	Supervisors/managers or human resource specialists	How to train various topics to your employees	Colleges, Private Trainers, Associations
Human Resources Management	Managers or human resource specialist	Human resource planning and development	Employers, Associations, Colleges, Universities

Source: Interministerial Support Committee derived from information provided by the Ministries and expert interviews and focus groups.

Table 16

Occupations With Training Needs

Occupation	Survey * Total	# Employees Small	# Employees Large	Sales Volume Small	Sales Volume Large	Region Central	Region S.W.	Region S.E.	Region N.W.	Region N.E.
Foodservice				(Percentages)						
Waiter/Waitress	32	27	48	27	39	27	23	17	22	27
Bartender	14	10	26	9	19	14	14	10	7	6
Counter Service Attendant	4	3	7	5	5	5	5	2	1	1
Cook/Chef	29	24	44	24	35	25	23	19	21	18
Kitchen Help/Dishwasher	10	7	18	7	12	8	6	10	2	5
Baker	2	1	5	1	3	2	2	1	-	1
Manager/Supervisor	25	18	48	15	36	27	26	15	7	5
Accommodation										
Front Desk Clerk	20	16	41	18	24	15	11	14	6	8
Housekeeping	18	18	21	20	12	9	7	7	13	21
Maintenance	8	6	14	7	9	5	2	6	4	5
Manager/Owner/Operator	13	11	22	13	13	12	5	5	5	5

A dash (-) indicates insufficient data in the cell to draw conclusions.

* Percentage of total respondents

Question: "For occupations where you forsee skills or training needs within the next three years, please tell us what particular skills are/will be needed for employees in each of these groups."

Source: Laventhol & Horwath Survey, January 1989.

Cook/Chef and Manager/Supervisor are also occupations where training was indicated as needed. Twenty-nine percent of respondents specified cook/chefs and 25 percent, managers/ supervisors. In Accommodation, the occupations of Front-Desk Clerk and Housekeeping were areas where training was needed most (20 percent, 18 percent).

Customer-service and occupation-specific technical training ranked highest as areas where training was necessary. In the Foodservice segment (Table 17), 24 percent of respondents identified waiter/waitress as an area that required attention - 66 percent of these respondents indicated customer service as the skill training need. In the cook/chef category, 22 percent indicated a need for additional skills or training - primarily in cooking technology and menu planning. In the Accommodation industry, the requirements were lower (12 percent for front-desk training).

Technology does not appear to be the driving force behind skills training needs. With the exception of chefs and cooks and some categories where computer skills are needed (front desk, manager/supervisor), people skills are the areas requiring greatest attention.

Other Training Considerations

Training not only educates employees and provides skills and enhances job performance, but it also boosts employees' self-esteem, fosters their sense of professionalism and increases job satisfaction. All of these ultimately can result in longer job tenure. High rates of turnover and attrition, characteristic of the industry, serve as training and education deterrents for the employer.

Another common perception that was examined in our research was that "money spent training people is lost when they change jobs for higher pay elsewhere." It is true that the money spent training would be lost if employees did leave, but as discussed earlier, training programs for employees can reduce turnover.

Hospitality industry employees who participated in the focus groups indicated a strong desire for training in the management of human resources, service, stress and communications.

For the purposes of this discussion, we would define training very liberally as "any activity designed to put more or different information, attitudes or skills in the hands of an employee." This definition, then, includes activities such as staff meetings, one-on-one discussions or demonstrations, formal classroom sessions, attendance at trade shows and conventions, etc.

(On-the-job informal training is the most common form of training used by employers.) Employees in our focus groups indicated that many did not have any type of orientation program, not even a quick tour or a video of the facility to give the new employee a sense of being part of a family or a team member. This lack of orientation had negative effects on employees and they seemed to feel that the employer did not care about how the new employee fit into the team. They felt that employers were mainly concerned only with filling a vacancy. Often a new employee will be paired or "buddied" with someone doing the same work. They do the work together for a day, a week or a month, depending on the nature of the job. Other than this initial informal training, few establishments conduct on-going informal training. Focus group participants also indicated a desire for performance reviews that would be conducted at least once a year, if not more often. Employees want to get feedback on how they are performing. They also want to get a "pat on the back", when appropriate, and be recognized monetarily for their good performance.

Table 17

Occupations and Skills Required

Occupation	Percent*
Foodservice	
Waiter/Waitress (32%)**	(%)*
Customer Service/Hospitality Training	66
Computerized Systems	12
Selling	10
Basic Math	7
Bartender (14%)	
Customer Service/Hospitality Training	38
Bartender Training	13
Knowledge of Food/Wine	11
Computerized Systems	10
Cook/Chef (29%)	
Cooking Technology	30
Menu Planning/Adaptability	22
Chef's Training	18
Supervision/Staff Management	7
Manager/Supervisor (25%)	
People Management	42
Computer Training	29
Accounting/Bookkeeping	13
Marketing	11
Accommodation	
Housekeeping (18%)	
Cleaning/Technical	45
Customer Service/Hospitality Training	25
Adaptability/Location/Time	16
Organization/Time Management	11
Front Desk (20%)	
Computer Skills	55
Customer Service/Hospitality Training	43
Accounting/Bookkeeping	11
Office Administration	8

* Percentage of those indicating that a need exists.
** See Table 16.

Question: "For occupations where you foresee skills or training needs within the next three years, please tell us what particular skills are/will be needed for employees in each of these groups."

Source: Laventhol & Horwath Survey, January 1989.

We asked our mail questionnaire respondents to quantify the number of people who engaged in training in 1988 and the number they expected to have engaged in training in 1989. While we do not know what our respondents' training plans were at the beginning of 1988, only 21 percent of all employees were engaged in formal training during the year. The need for more training is recognized, however, and a substantial increase is planned for 1992 (see Table 18). Whether this formal training will actually happen or, in fact, will occur in the form of informal training can only be discovered by additional research.

The percentage increase in training planned for 1992 is dramatic for some positions, e.g. kitchen help/dishwashers. Caution must be taken when reviewing these responses as almost no kitchen help/dishwashers were trained in 1988 (see Table 18); so any planned training will represent a tremendous percentage increase. The absolute numbers of people trained and to be trained are more instructive in this case.

a) Why Employers Do Not Train

(Employers responding to the survey indicated that the main reason why they do not participate in more formalized training programs is that they feel the current level of training of their employees is adequate (Table 19).) The high cost of formalized training was the second ranked reason for not participating in more formalized training programs. Industry experts have estimated that the cost to train a new employee is approximately $1,500 and that the average industry turnover rate is between 200 percent to 300 percent per annum. These figures were also confirmed in literature associated with the U.S. industry segment. Assuming 200 to 300 percent as an average industry turnover rate, it would be less expensive for employers to retain employees than to be constantly training new employees.

In our investigations there were three kinds of training evidently in need. None of these are particularly caused by the introduction of new technology because technology is not a major change factor in the industry at present. These training needs can be characterized as follows:

- Generic or not job-specific. Such things as orientation, safety and customer service fall under this heading.

- Job-specific. Most people learn job skills right on-the-job. Such things as cross training and new occupational skills were mentioned specifically.

- Management training. In particular, managers are in need of assistance with respect to human resource management skills. Such things as recruiting, selection, placement and orientation are evidently in need. Employees pointed out that many managers need to improve their skills at correcting an employee constructively and without recriminations or threats. Performance feedback was either not done at all or only done sporadically and not done particularly skillfully.

The third reason mentioned for not participating in formalized training was the lack of appropriate courses. Industry experts agree that this is a problem. However, they are unsure which courses to develop and what form these courses should take. This issue of course development should be examined further by both colleges and universities and the industry associations.

Table 18

Current and Future Training Planned by Occupation

Occupation	Mean Number of Employees (#)	Mean Number Trained 1988 (#)	Plan for 1992 (#)	Increase 1988 vs. 1992 (%)
Foodservice				
Manager/Supervisor	4.3	1.6	2.4	56.1
Host/Hostess	1.3	0.3	0.4	41.9
Captain Waiter/Waitress	0.7	0.1	0.1	37.5
Waiter/Waitress	19.2	3.6	6.2	71.5
Bus Person	4.5	0.7	1.2	62.5
Bartender	2.7	0.5	0.9	66.0
Exec. Chef/Head Cook	1.4	0.3	0.5	96.3
Cook	7.5	1.8	2.9	65.2
Baker/Pastry Cook	0.6	0.2	0.2	0.0
Kitchen Help/Dishwasher	6.8	0.5	1.3	182.2
Accounting/Administration	1.6	0.2	0.4	81.8
Foodservice Total	**50.5**	**9.7**	**16.6**	**70.1**
Accommodation				
Manager/Supervisor	2.0	0.7	1.1	50.7
Reservations/Desk Clerk	2.2	0.7	1.3	82.6
Concierge/Information Clerk	0.5	0.1	0.1	27.3
Doorperson/Valet/Bellperson	0.7	0.1	0.2	137.5
Room Attend't/Housekeeper	5.0	1.2	2.1	76.7
Janitor/Houseperson	1.8	0.3	0.4	60.0
Maintenance/Engineer	1.3	0.2	0.4	87.0
Campground Cleaner	0.3	0.0	0.1	200.0
Recreational Attendant	0.4	0.1	0.3	200.0
Social Director & Staff	0.4	0.3	0.9	186.7
Accounting/Admin. Purch.	1.2	0.4	0.6	64.1
Security	1.2	0.2	0.4	45.8
Accommodation Total	**17.0**	**4.3**	**7.7**	**80.8**
Industry Total	**67.5**	**14.0**	**24.3**	**73.4**

21 PERCENT OF EMPLOYEES RECEIVED TRAINING IN 1988 - AN INCREASE OF 73.4 PERCENT IS PLANNED.

Question: "a. In the past year, how many of your employees participated in formal, structured employer - or government - sponsored training programs?
b. How many employees do you expect will participate in similar training programs in the next three years?"

Source: Laventhol & Horwath Survey, January 1989.

Table 19

Constraints to Participating in More Formalized Training Programs
(Average Ranking)

Constraints	Survey Total	Foodservice					Accommodation					Region				
		# Employees			Sales Vol.		# Employees			Sales Vol.						
		Total	Small	Large	Small	Large	Total	Small	Large	Small	Large	Central	S.W.	S.E.	N.W.	N.E.
Current level of training is adequate	1.9	1.9	1.9	2.1	1.9	1.9	1.9	1.8	2.1	1.8	2.0	1.9	1.8	1.9	1.9	1.8
Expenditures prohibitive	3.1	3.2	3.0	3.6	3.0	3.4	2.9	2.6	3.7	2.7	3.4	3.3	3.2	3.3	2.3	2.1
No appropriate courses	3.4	3.5	3.5	3.5	3.4	3.5	3.2	3.2	3.5	3.2	3.3	3.6	3.9	3.4	2.9	2.5
Don't have the facilities	3.6	3.5	3.6	3.5	3.5	3.6	3.7	3.7	3.6	3.6	3.8	3.7	3.3	3.6	2.9	3.6
Few skilled jobs to justify it	3.9	3.9	3.7	4.4	3.6	4.2	3.9	3.7	4.5	3.8	4.1	4.0	4.0	3.9	4.0	3.2
Risk of losing trained employees	3.9	3.9	4.1	3.4	4.1	3.8	3.8	4.0	3.1	3.8	3.8	3.8	4.2	3.9	3.6	4.4
Can hire trained staff	6.5	6.5	6.5	-	6.4	6.6	6.5	6.4	6.8	6.5	6.6	6.6	6.1	6.5	6.1	6.8

A dash (-) indicates insufficient data in the cell to draw conclusions.

Question: "What have been the constraints in participating in more formalized skills training programs for your employees during 1988? Please rank the following in order of importance with "1" being the most important, "2" being the second most important, and so on."

Source: Laventhol & Horwath Survey, January 1989.

b) Government Assisted Training Programs

Three provincial government-assisted training programs were better known than other government-assisted training programs. As can be seen in Chart 9, the Ontario Summer Employment Program (OSEP) was known to 65 percent of respondents, the FUTURES program to 60 percent, and Apprenticeship programs to 42 percent of all respondents.

Only one-third who were aware of OSEP actually used the program; 22 percent used FUTURES and 18 percent used the Apprenticeship program (see Chart 10). (For a further breakdown of awareness and use of provincial and federal programs by region and size see Appendix F.)

Industry experts indicated that many employers did not participate in government-assisted training programs because they perceive the paper burden required for participation as too onerous.

c) Role of Third Parties in Retention/Recruiting and Training

Industry and government were felt to have important roles in the recruitment/retention and training of employees in the hospitality industry. Over one-third of respondents felt that there was a role for the industry in this area (see Table 20). Not only was the industry expected to make hospitality careers more appealing (34 percent), but it was also expected to set up/advise and promote training (36 percent). Government was also expected to assist in the set-up and promotion of industry training.

Dissemination of information on education about the hospitality industry should start at a young age. Industry experts and focus group participants indicated the importance of a heightened awareness among students of employment in the hospitality industry as a career.

Chart 9
Awareness of Provincial Government Assisted Training Programs

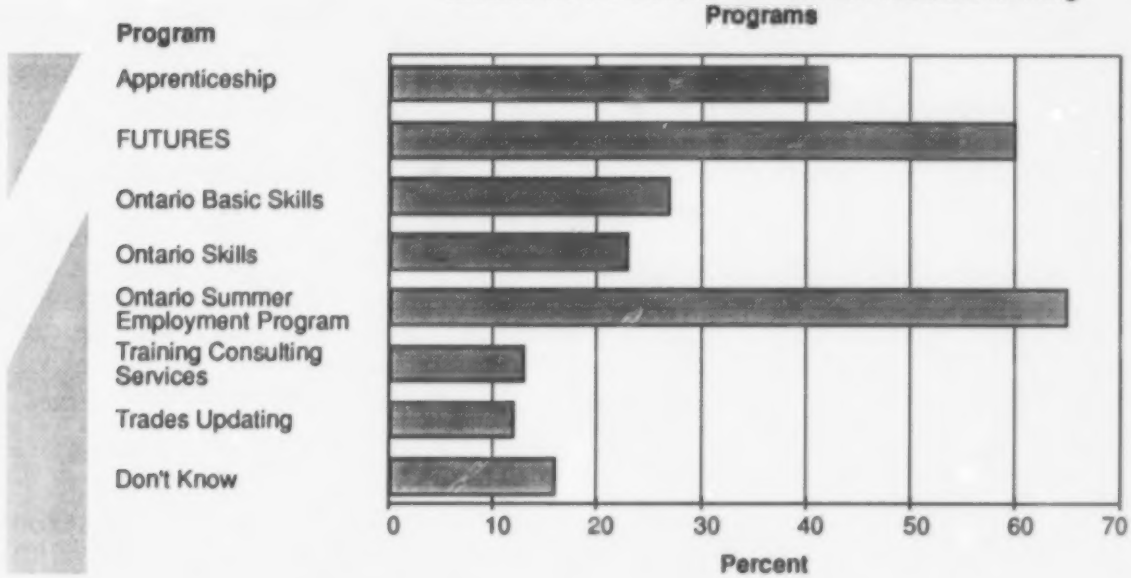


Chart 10
Use of Provincial Government Assisted Training Programs by Those Who Were Aware of Them

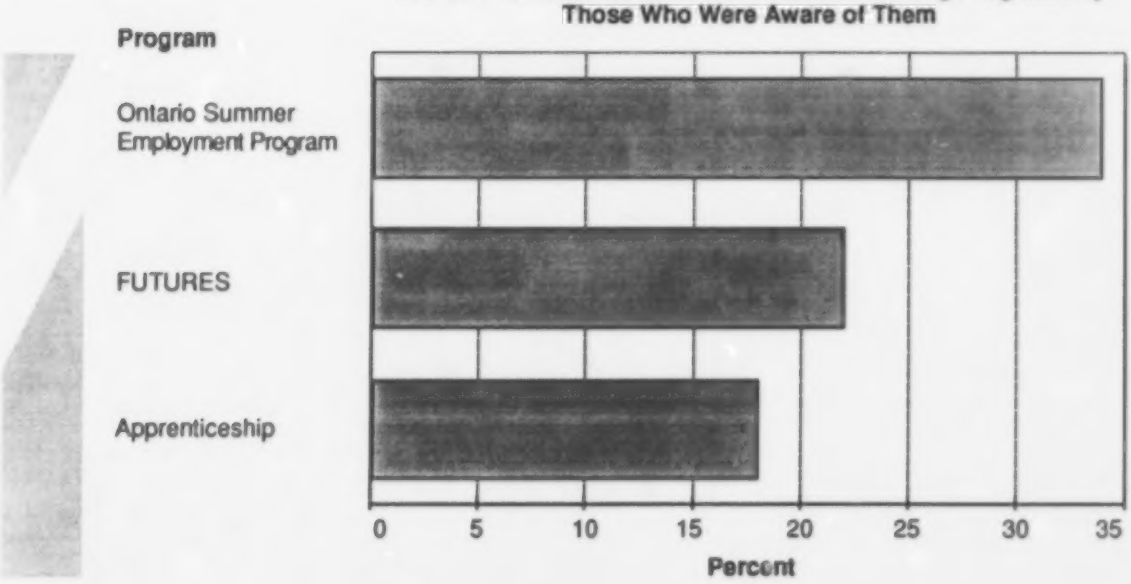


Table 20

Role of Industry/Labour/Government in Retention/Recruitment/Training

Role	Survey Total	Foodservice					Accommodation				
		Total	# Employees Small	# Employees Large	Sales Vol. Small	Sales Vol. Large	Total	# Employees Small	# Employees Large	Sales Vol. Small	Sales Vol. Large
					(Percentages)						
Industry - Yes	39	42	37	63	34	52	38	33	66	36	42
Set up/Advise/Promote Training	36	35	37	30	38	32	39	45	-	44	-
Make Hosp. Careers more appealing	34	36	26	56	27	43	36	27	-	34	-
Labour - Yes	13	15	13	22	13	17	12	10	24	10	21
Set up/Advise/Promote Training Programs	27	29	-	-	-	-	-	-	-	-	-
Make Hosp. Careers more appealing	15	16	-	-	-	-	-	-	-	-	-
Government - Yes	47	51	47	67	48	55	45	40	67	44	45
Set up/Advise/Promote Training	37	37	34	46	32	42	38	36	36	45	42
Cut welfare/UIC/Make it Harder to get	14	13	14	6	15	10	11	13	11	13	-
Make Hosp. Careers more appealing	13	13	11	20	10	16	12	11	-	12	-

Question: "Is there a role _____ could play to aid in the retention/recruitment/training of your employees? Yes/No. Please describe."

Source: Laventhol & Horwath Survey, January 1989.

SECTION VII

CONCLUSIONS

Overview

As expressed earlier, the study began as an investigation into the Human Resources and Training Needs of Ontario's hospitality industry. When the study began in the Fall of 1988 we were repeatedly told, both in available published literature and in a series of field interviews with industry experts, about severe labour market problems and that the situation was bleak indeed. In our interviews the following themes or perceptions emerged:

- A critical shortage of labour exists in all job categories. This shortage is our biggest problem.
- The country needs more immigrants to fill the industry's requirements for more people.
- People don't want to work in the hospitality industry; rather, they are there because they could not find a job elsewhere.
- UI and Welfare payments are too high and too close to the minimum wage to encourage employment in our industry.
- Everyone wants to be a manager and no one wants to roll up his/her sleeves and do the work.
- People take jobs in the industry while they wait to find a real job.
- The industry's workforce is largely transient.
- Money spent training employees is lost when they change jobs for higher pay elsewhere.
- Margins are too small to pay what other industries pay.

The data from this study indicate that some of these perceptions do not deal with all facets of the problem. Our findings show that:

- While it is recognized that there is a scarcity of labour in the skilled categories and that labour force growth is slowing, the chief problems facing the industry are: 1) recruiting the right kind of people and 2) retaining them once they are hired.
- Employees already in the industry would rather work than be on UI or Welfare.
- Employees take pride in their ability to serve customers well.
- While the industry relies on a steady supply of student and other temporary help in peak seasons who do not have any intention of making a career in the industry, it has a very large core of permanent workers who stay in the industry.
- Of those that do leave the job, 65 percent stay in the industry or find employment in a parallel industry.

The above mentioned conclusions are based on our review of both qualitative and quantitative sources. In fact, our investigation of alternatives and possible solutions went beyond a review of domestic or provincial documentation. Through our international data base, housed at the head office of our U.S. Division in Philadelphia, we accessed a more complete bibliography on human resource and training needs in the hospitality industry.

Many solutions to the labour problems experienced by the industry have been presented by employers, employees and industry observers. These include:

- Raise wages and benefits: There are two opposing views on this. The increase in base compensation wages may bring this segment more in line with other service segments or it may influence another round of wage increases across the board.

  The primary objective, however, is to attract employees from other service segments and to encourage those currently employed to work longer hours or those working part-time to consider full-time employment.

- Find new sources of labour: The most obvious sources are women (staying at home with families) and seniors. Employers are using or considering offering day-care, day-care subsidies, flexible schedules and shorter hours. Seniors or early retirees, as well, can be attracted by flexible schedules and shorter hours. Persons with disabilities should also be given consideration.

- Invest in labour saving technology: In an effort to obtain more output from the workforce, some employers are looking at capital investment as a means of increasing productivity of existing staff. However, in the hospitality sector, the number of areas for investment that will yield pay-out benefits and reduce labour requirements is limited.

While these alternatives should be given due consideration and action taken on these suggestions, they do not address the situation as a whole nor identify how the industry can build for the future. The section that follows addresses this issue and how the industry must manage its workforce as opposed to filling immediate needs and gaps.

Our research suggests that action can be taken at three critical levels within the industry. This action cannot be taken in isolation. Rather, it requires the co-ordinated involvement of the industry through one central body together with the cooperation of government, education and organized labour.

The three critical areas in which initiatives must be considered are described in a set of exhibits which follow. They are portrayed pictorially as links which must be established, continually monitored, and supported by industry, government and organized labour. A weak link or missing link will lessen the industry's ability to fulfill its necessary long-term objectives of strengthening the industry, the environment within which it must operate, and the general attitude of employees who function within this environment.

The first exhibit (EXHIBIT I) portrays the four strategic areas that must be considered by the industry, specifically, communications, skills training, human resources and most important, service.

The second exhibit, which continues the first set of strategic links (EXHIBIT II), portrays the elements that must be considered at the supervisory/managerial level. They include orientation training, skills training, human resource training and lastly, and most critically, service training.

The last exhibit (EXHIBIT III) completes the total picture and identifies the action steps that should be considered at the front-line/back-of-house level in order to encourage a greater level of commitment to the industry. These include skills training, orientation training, skills upgrading and service training.

Common to all these initiatives is the issue of service and service training. It is our view that this must be the key thrust of any strategy for the industry and that skills development, human resource management and communications will evolve from and support this central strategy. Our detailed discussion of EXHIBITS I, II and III follow.

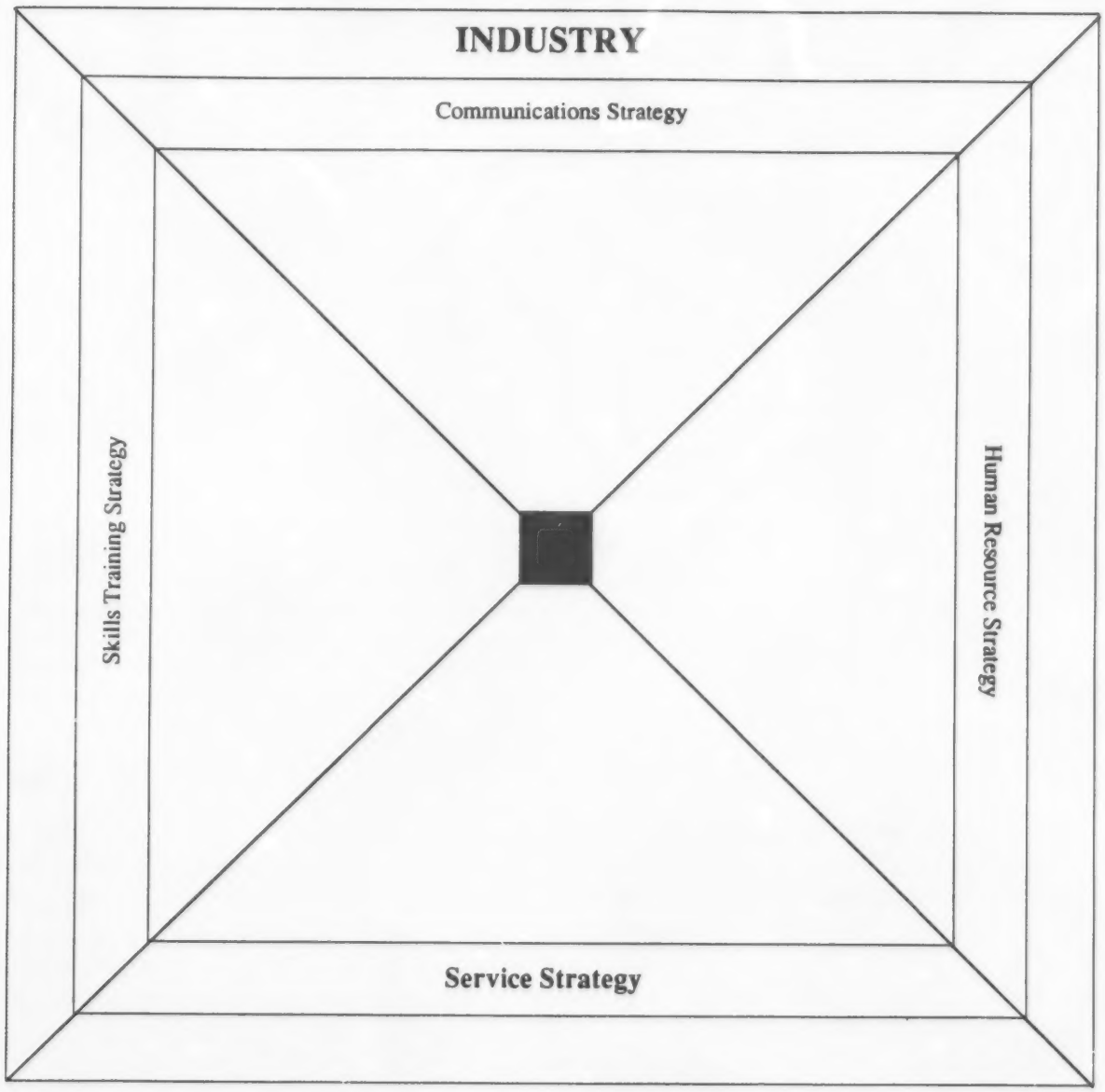
Industry Action

a) Communication Strategy

The industry's image, as communicated through the school system to potential employees and their parents, as well as the orientation that is provided to new employees as they enter the industry, must be strengthened. It will require dedication to continually update information and encourage dialogue with the colleges and universities. This can be accomplished only by a co-ordinated effort by the industry in association with the appropriate body of the provincial government. At the present time, no one industry association has taken the lead in this area. Consideration must be given to empowering one group to spearhead and coordinate this effort and channel human and financial resources towards this goal. While many action steps may be embodied in this overall program, the following should be considered as elements of the overall strategy which must be developed by a co-ordinated industry body:

- An information device (i.e. a video and/or booklet) on career opportunities should be developed within the hospitality industry. In order to highlight the opportunities in the industry, it would be helpful if this information package illustrated the variety of jobs available, growth potential, career paths, etc. In order to support this, a series of case studies of model organizations within the hospitality industry, disseminated in the form of monthly bulletins, could be circulated by a central source to individuals currently working in the industry, as well as to the secondary schools.
- A province-wide program of recognition should be introduced to acknowledge those organizations' employees within the hospitality industry that have made a significant contribution in the area of service and customer satisfaction. This will help to illustrate how a commitment to excellence can upgrade the industry as a whole.
- Within the context of a communications strategy for the hospitality industry as a whole, a marketing program should be initiated which highlights the areas of specialty within the hospitality industry. The various subsectors of specialization would include Foodservice, Accommodation, tourism, etc.

Exhibit I


INDUSTRY
Communications Strategy
Skills Training Strategy
Human Resource Strategy
Service Strategy

b) Education and Training Strategy

In general, this area is handled quite well through colleges and universities as well as a number of employer-based formal and informal training programs. The colleges and universities have a full complement of courses available to employers and employees.

Nevertheless, there are key decisions that still must be made in the areas of location, timing, type and marketing in order to improve upon the existing situation.

Location

A strategy must be created to ensure that programs are disseminated in the field by whatever means are necessary to ensure acceptance of the training components in the various regions across the province.

Consideration should be given to the use of videos, bulletins, on-the-job training programs, co-op programs and off-location training. The duration of these programs may vary from hours to days. What is needed, however, is a commitment that, while there may be a variety of techniques to be used at different skill levels, they must be disseminated using the proper methods. Alternatives that may be considered include:

- A directory of courses that are available within the province categorized by skill level and region within the province.
- While colleges and universities should be responsible for delivering the classroom component of the courses, new alternatives should be considered. This may include the use of:

  videos,
  train-the-trainer programs,
  remote mobile training centres, and
  interactive video training programs.

- In keeping with consideration of alternative methods of training, the use of co-op programs in various skill fields should be considered. This has received wide acceptance and a strong expression of need in our research.

c) Human Resource Strategy

Strategic decisions must be reached in the industry with respect to its commitment to the development of sound human resource practices which can be accepted and implemented. This strategy should define which issues should be addressed, as it relates to human resource management, (i.e. planning, recruitment and hiring practices, etc.) and to whom these subject areas are to be addressed. A need exists to inform managers and supervisors on topics such as:

- Accessing required labour markets to attract applicants,
- Screening and selecting the correct applicants and rejecting inappropriate applicants,
- Conducting effective orientation programs for new employees,

- Building an environment in which employees become committed to service through teamwork,
- Establishing motivational techniques that encourage employees to become involved in their work,
- Using employee assistance and incentive programs appropriately,
- Treating employees as they want employees to treat guests, and
- Giving employees sufficient fundamental information about the "state of business", e.g. costs, revenues, new ventures, etc., so they understand their role and trust that their contribution is both vital and appreciated.

Certain larger businesses (250+ employees) have developed elements of these strategies on their own either through necessity, trial and error, or by virtue of the will and personality of their owners. A general consensus exists among knowledgeable people in the industry about which businesses do these things well. Many of them could be convinced to share their practices (manuals, case studies, etc.) and they could be catalogued easily. A body of knowledge and skills about human resources practices that "work" in the hospitality industry could be developed. Once the body of knowledge exists, it could form the basis for the development of the required information and techniques that need to be passed on to supervisors, managers and small business owners across the industry. Government and industry could play a joint role in collecting and disseminating this information.

d) Service Strategy

Commitment to the delivery of service excellence is not pervasive throughout the hospitality industry. While some organizations have embraced the concept of service excellence as a key element of their strategy, widespread dissemination of the benefits of a "service culture" has not occurred.

Success breeds success. Those organizations that have recognized the importance of the employee and the interrelation with the customer base have attracted both a higher quality employee and have reduced turnover problems significantly.

A recent study completed by Laventhol & Horwath entitled I.D.E.A. (Innovation and Delivery of Excellence-in-Service Assessment) supports this conclusion. In this study, we found that serious deficiencies existed in the hospitality industry compared to the retail, manufacturing and financial services segments. This is alarming, given that the hospitality industry has traditionally been categorized as highly "service" oriented.

Key findings of the I.D.E.A. survey suggest that within the hospitality segment:

- Front-line employees do not share the verbal commitment of senior management to the delivery of service excellence,
- Effective reward systems to encourage service excellence are not in place, and
- Communication strategies intended to highlight the organization's commitment to service excellence have met serious shortfalls.

On the basis of the above, it is not surprising that the industry has had difficulty in attracting and retaining suitably qualified applicants. In truth, it is not so much a matter of the industry's inability to attract employees who have a service orientation. Rather it is a question of a lack of ability in developing those individuals who have chosen hospitality as an industry segment into "service excellent" role-models for future employees.

Many of the problems lie within the industry itself. Attracting seniors, providing additional perks, even raising the average wage levels will not solve all the problems of this industry. Advertising and promotion of the industry, in isolation, will prove ineffective.

An integrated and interactive strategy must be formulated. This strategy must focus on the customer/guest/visitor and incorporate service excellence and the development of the "service culture" as the driving force or goal. Skills development, human resource management and communication will evolve from and support this central strategy.

Supervisory/Managerial

a) Skills Training

There are two basic areas of need that are required at this level:

- Skills training to perform the basic tasks which are being supervised, and
- Skills upgrading to ensure that managers/supervisors are kept abreast of the latest technology and performance standards.

In both of the above, the current educational system (colleges and universities) has developed suitable programs. Some effort is required to make these programs available in a manner which is less intrusive on work time. This may include:

- Vildeo,
- Mobile remote training centres,
- Train-the-trainer programs, and
- Other innovative delivery mechanisms.

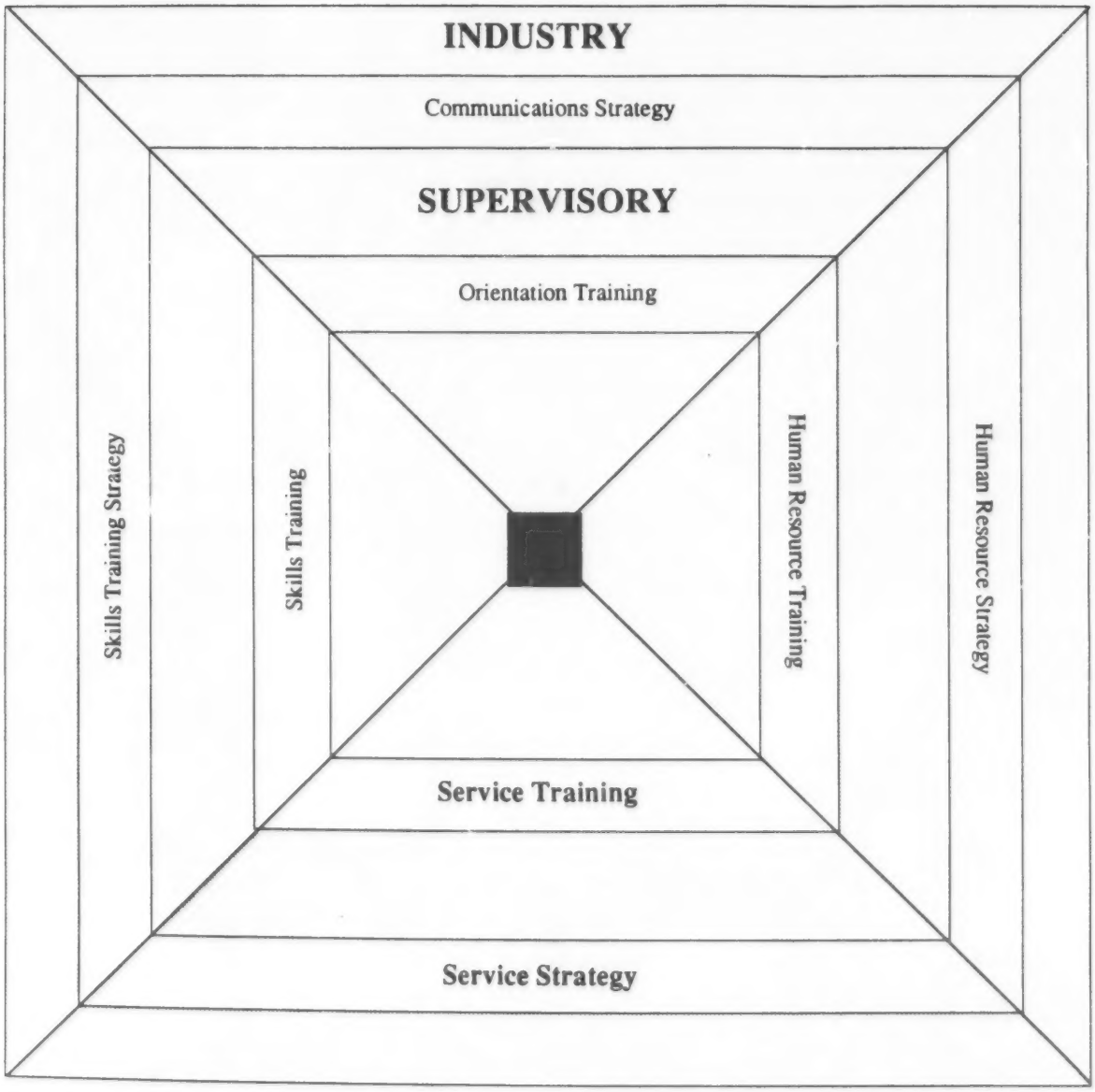
b) Orientation Training

Managers/supervisors must also be provided with positive reinforcement so that they are involved in a vibrant and growing industry. As well, new managers/supervisors promoted through the ranks should be provided with an orientation on the demands of their new role.

Creative methods of disseminating this information are required. This may include the use of:

- Monthly information bulletins/circulars,
- Information booklets on "How to be an effective manager/supervisor," and
- Off-site courses on basic supervisory skills (through the use of conventional classroom or interactive video training).

Exhibit II


INDUSTRY
Communications Strategy
SUPERVISORY
Orientation Training
Skills Training Strategy
Skills Training
Human Resource Training
Human Resource Strategy
Service Training
Service Strategy

c) Human Resource Training

This component may require some tailoring depending on the strategic focus developed by the industry and the subsectors of the industry. It should not be regarded strictly as skills training but rather as the development of a greater appreciation for the human side of the business. As discussed earlier, it has significant overlaps with the Service and Orientation components described in this section. It includes training in areas such as:

- proper recruitment and interviewing techniques,
- communication and listening skills,
- people skills, including the use of social and psychological rewards,
- proper dehiring practices,
- team building.

Similar creative methods, as described in Sections VI should be considered.

d) Service Training

Following the lead of the industry in developing the service strategy, supervisors and managers will require training in:

- developing service standards within their organization,
- effective monitoring of these standards,
- communicating and disseminating the "service culture" throughout the organization,
- rewarding behaviour, and, importantly,
- how to be "service excellent" themselves.

Front-Line/Back-of-House

a) Skills Training and Skills Upgrading

For purposes of this summary, the two above-mentioned topic areas have been combined.

As discussed before, while the current educational system has a well developed, formal mechanism to deliver these programs, more informal employer-based mechanisms are required to encourage both upgrading of present skills and learning new skills to make job mobility and satisfaction more readily achievable and advancement on career ladders a reality. The onus, regarding the majority of topics discussed below, is on employer-based initiatives.

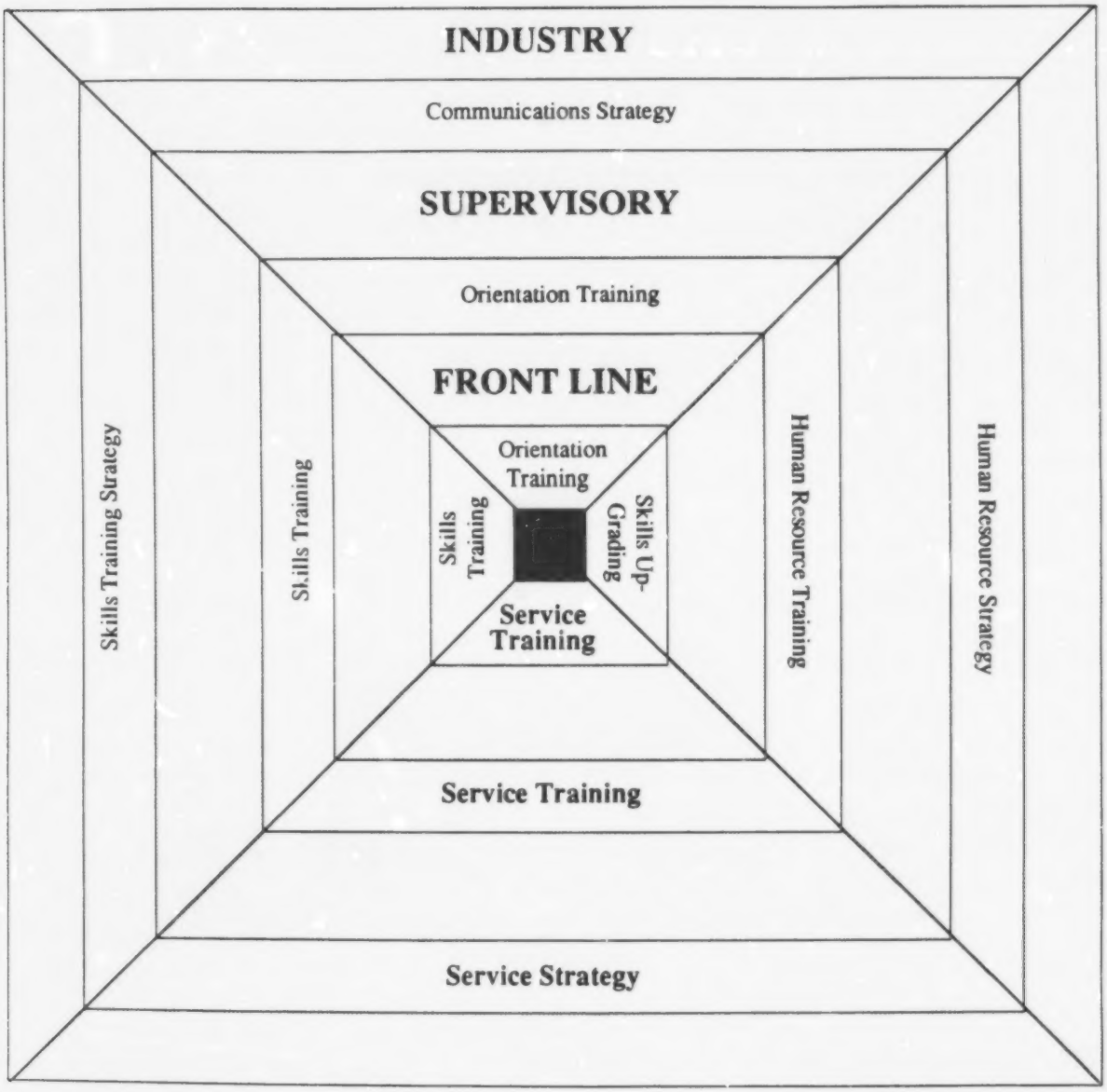
b) Orientation Training

Orientation training should be regarded as an on-going need for the employee. Areas covered in the initial orientation program should be reviewed at regular intervals. Proper attention to this area will improve both hiring and retention within the industry. Employees should not only be provided with information orienting them to their employer, but also to the industry as a whole.

This must be disseminated through the use of:

- information bulletins/circulars,
- videos,
- industry awards

Exhibit III


INDUSTRY
Communications Strategy
SUPERVISORY
Orientation Training
FRONT LINE
Orientation Training
Skills Training
Skills Up-Grading
Service Training
Skills Training Strategy
Skills Training
Human Resource Training
Human Resource Strategy
Service Training
Service Strategy

to demonstrate the vibrance, excitement and growth of the industry. It is a self-fulfilling prophecy -- feeling good about your job and industry, upgrades the industry. A growing and exciting industry breeds satisfied and enthusiastic employees.

c) Service Training

Our focus group research and interviews with employees within the industry highlighted the surprising fact that "service training" was the exception rather than the rule. Specifically, employers say that they are dedicated to "service", but their treatment of their employees is not always consistent with this statement.

Accordingly, programs must be implemented to demonstrate that not only is the guest/customer the "Number One" asset of the business, but employees are the "Number One" asset of the employer. No one program is the panacea; rather, a tailored program which embraces the following should be implemented:

- how to make a guest feel comfortable,
- how to handle complaints,
- the meaning of a "service culture",
- how to exceed standards,
- how to take constructive criticism,
- how to work together as a team.

Summary

As highlighted at the beginning of this section, the key thrust of any strategy addressing the human resource and training needs of Ontario's hospitality industry must be the development and nurturing of the "service culture". Skills development, human resource management and communications will evolve from and support this central theme.

Those organizations that have implemented this central strategy have reduced their recruitment needs and minimized retention problems. As expressed earlier, success breeds success. Organizations that show a dedication to the employee receive positive press and attract employees rather than actively recruit employees. An industry that demonstrates some form of commitment will likewise attract qualified employees.

APPENDIX A

THE HOSPITALITY INDUSTRY IN ONTARIO

APPENDIX A

Structure

The Hospitality Industry is commonly divided into two major component parts according to Statistics Canada: Accommodation Services (Standard Industrial Classification 91) and Food and Beverage Services (Standard Industrial Classification 92).

Accommodation Services (91)

Accommodation Services is divided into four subsectors as follows:

911 Hotels, Motels and Tourist Courts

- 9111 Hotels and Motor Hotels (Resorts are included here)
- 9112 Motels
- 9113 Tourist Courts and Cabins
- 9114 Guest Houses and Tourist Homes

912 Lodging Houses and Residential Clubs

- 9121 Lodging Houses and Residential Clubs

913 Camping Grounds and Travel Trailer Parks

- 9131 Camping Grounds and Travel Trailer Parks (excludes permanent trailer parks)

914 Recreation and Vacation Camps

- 9141 Outfitters (Hunting and Fishing Camps)
- 9149 Other Recreation and Vacation Camps (includes summer camps, dude ranch operations, etc.)

Food and Beverage Services (92)

Food and Beverage Services is divided into two subsectors as follows:

921 Food Services

- 9211 Restaurants, Licensed
- 9212 Restaurants, Unlicensed
- 9213 Take-out Food Services
- 9214 Caterers (includes cafeterias)

922 Taverns, Bars and Night Clubs

9221 Taverns, Bars and Night Clubs (Taverns, bars and night clubs which are operated as an integral part of an accommodation establishment are classified in 911, and those which are primarily engaged in preparing and serving food with a license to serve alcoholic beverages are classified in 9211.)

Further detail of the above classifications is presented below. The expanded definitions of the Accommodation and Food and Beverage Services Industries were derived from CCH Canada, the Canadian Hospitality Industry Guide (prepared by Laventhol & Horwath).

Major Group 91 - Accommodation Services Industries

SIC: 911 - Hotels, Motels and Tourist Courts

Establishments primarily engaged in operating hotels, motor hotels, motels, resorts, tourist courts, cabins, guest houses and tourist homes. Other establishments which display similar characteristics to those identified above include resorts, all-suite hotels, apartment hotels, economy hotels and motels, and bed and breakfast properties.

SIC: 9111 - Hotels and Motor Hotels

Establishments primarily engaged in providing short-term accommodation to the public, with or without food, beverage and other services. Those establishments with six (6) or more hotel or motel hotel-type rooms are classified here regardless of the major source of revenue. Those with fewer than six (6) rooms are classified according to their major source of revenue. A hotel-type room has access only from the interior of the building and a motel hotel-type room has access from both the interior and exterior.

Generally Accepted Definition (GAD):

A hotel is a public facility that provides accommodation to transient and destination-oriented travellers for a designated price. Hotels may also be classified by the markets they serve by location and quality. The following table lists common hotel classifications.

Markets Served	Location	Quality
Transient Guests		
Corporate/Commercial	Downtown	Deluxe
Leisure	Suburban	First-Class
Group	Airport	Middle Market
		Economy
Destination Guests		
Convention	Suburban (resort)	
Leisure (resort)	Rural (resort)	
Group		
Residential		

Transient Guests - this type of facility caters primarily to persons travelling for business or pleasure usually en route to another destination and staying for only one night.

Destination Guests - caters primarily to persons travelling for business or pleasure, staying more than one night and returning directly to their point of origin.

Downtown Hotels - located in the city centre, nearby commercial office buildings. They are usually high-rise structures offering a variety of facilities and amenities.

Suburban Hotels - located outside the city centre, usually on a highway, near an industrial park, shopping centre or commercial office complex. They are generally mid-rise structures offering the same types of facilities found in downtown hotels; may have an emphasis on recreational amenities to attract The Weekend Market.

Airport Hotels - located near airports and are usually high-rise structures offering the same types of facilities and amenities found in downtown or suburban hotels.

Deluxe Hotels - are notably luxurious, appealing to a narrow segment of the market because of the rates charged to offset high capital and operating costs.

First-Class Hotels - provide a high quality product, but lack the opulence of deluxe hotels.

Middle-Market Hotels - provide a high quality product, but lack the appointments of first-class hotels, and appeal to a broad segment of the market.

Economy Hotels - are generally found in suburban or airport locations and appeal to the price-sensitive traveller. Downtown locations will become popular as suburban markets become saturated.

SIC: 9112 - Motels

Establishments primarily engaged in short-term accommodation to the public, with or without food, beverage and other services. Establishments with three (3) or more motel-type rooms are classified here regardless of the major source of revenue. A motel room has access from the exterior only and with parking facilities in close proximity. Establishments with fewer than three (3) motel-type rooms are classified according to their major source of revenue.

Generally Accepted Definition (GAD)

Motels are public facilities that provide accommodation to transient and destination-oriented travellers for a designated price. Motels may also be classified by the markets they serve, location and quality. Motels cater primarily to automobile travellers. They do not generally cater to convention or group business.

Motels range in the quality of facilities provided. Motels are most commonly associated with the term "mom and pop", as they are usually owned and operated by husband and wife teams or an entire family.

SIC: 9113 - Tourist Courts and Cabins

Establishments primarily engaged in operating tourist courts and cabins on a short-term basis, with or without food and beverage services. Tourist court establishments operating three (3) or more units are classified here regardless of the major source of revenue. Those operating fewer than three units are classified according to their major source of revenue.

SIC: 9114 - Guest Houses and Tourist Homes

Establishments primarily engaged in renting rooms, with or without board, to transient guests.

Also classified according to the SIC and included under accommodation are the following:

SIC: 913 - Camping Grounds and Travel Trailer Parks

SIC: 9131 - Camping Grounds and Travel Trailer Parks

Establishments primarily engaged in providing overnight or short-term sites, with or without utilities, for campers with trailers, recreational vehicles or tents. Establishments primarily engaged in operating trailer sites of a "permanent" nature are classified in 7599 - Other Real Estate Operators (please refer to the SIC for additional information).

SIC: 914 - Recreation and Vacation Camps

Establishments primarily engaged in operating hunting, fishing and other recreation and vacation camps.

SIC: 9141 - Outfitters (Hunting and Fishing Camps)

Establishments primarily engaged in operating hunting and fishing camps open to the public which may provide supplies, equipment rentals and guide services.

SIC: 9149 - Other Recreation and Vacation Camps

Establishments primarily engaged in operating recreational and vacation camps.

- Boys camps;
- Dude ranch operations;
- Girls' camps;
- Nudist camps;
- Private beach operations;
- Recreation camps (e.g. fishing and hunting);
- Trail riding camps; and,
- Vacation and wilderness camps (e.g. hunting and fishing).

Major Group 92 - Food and Beverage Service Industries

SIC: 921 - Food Services

Establishments primarily engaged in operating restaurants, take-out food and catering services.

SIC: 9211 - Restaurants, Licensed

Establishments primarily engaged in preparing and serving meals for consumption on the premises with a license to serve alcoholic beverages.

SIC: 9212 - Restaurants, Unlicensed (Including Drive-Ins)

Establishments primarily engaged in preparing and serving meals for consumption on the premises but without a license to serve alcoholic beverages. Included are establishments commonly referred to as "drive-ins", where food is consumed either in customers' motor vehicles or at tables in or about the premises.

Restaurants may also be classified according to the type of service that is provided. These classifications include full-service and limited menu fast food.

Generally Accepted Definition (GAD)

A drive-in is a food service operation that is convenient to persons travelling by automobile. May be classified as self-service when patrons carry their own trays, or curb-service where patrons are seated in their vehicles.

SIC: 9213 - Take-Out Food Services

Establishments primarily engaged in preparing and selling packaged or wrapped food to the public for consumption away from the premises.

- Chinese foods, take-out;
- Doughnut shops;
- Fish and chips, take-out;
- Fried Chicken, take-out;
- Hot dog stands;
- Ice cream stands;
- Pizzerias, take-out;
- Refreshment booths; and,
- Take-out service, prepared food (e.g. caterers and mobile food services).

SIC: 9214 - Caterers

Establishments primarily engaged in catering whether by mobile canteens or in private halls, camps, etc.

(Note: This SIC includes cafeterias. The Generally Accepted Definition (GAD) for cafeterias is a food service operation in which customers carry their own trays and select food from a display counter or counters.)

SIC: 922 - Taverns, Bars and Night Clubs

SIC: 9221 - Taverns, Bars and Night Clubs

Establishments primarily engaged in selling alcoholic beverages for consumption on the premises. Food may be sold as a secondary activity. Taverns, bars, night clubs and discos which are operated as an integral part of a hotel or accommodation establishment are classified in Industry Group II - Hotels, Motels and Tourist Courts. Establishments primarily engaged in preparing and serving food with a license to serve alcoholic beverages are classified in 9211 - Restaurants, Licensed.

- Bars, drinking places;
- Beer gardens;
- Beer parlors;
- Discotheques;
- Night clubs;
- Brasseries (beer gardens);
- Cabarets (night clubs);
- Cocktail lounges;
- Pubs; and,
- Taverns.

Full Service Restaurant - this category includes coffee shops, dinner houses, fine-dining establishments and theme restaurants with several menu selections and table service.

Limited Menu, Fast Food - a quick service type of restaurant with a limited selection of menu items. Table service may or may not be available.

Major Characteristics

Number of Establishments

According to the Workers Compensation Board (WCB), there are approximately 18,000 establishments in the hospitality industry. One eighth of those establishments are in the accommodation sector, the remainder in food and beverage services. Table A-1 illustrates the number of establishments in the two sectors.

Size of Establishments

Almost 90 percent of food and beverage service establishments and 70 percent of accommodation establishments have between one and 40 employees. Almost 10 percent of foodservice establishments and over one quarter of accommodation establishments have zero employees according to the WCB. The size of establishments (number of employees) was calculated by the WCB using total payroll and an average wage for the industry. An establishment with zero employees is a small establishment operated by the owners who have a part-time employee.

Location

The accommodation and foodservice industries for the purpose of this study were segmented geographically into the five regions used by Statistics Canada based on employment, as well as number of establishments. The regions divide Ontario into five fairly equal sized areas geographically. However, they do not take into account population density.

Table A-1 also illustrates the distribution of the number of establishments by region.

Table A-2 indicates the distribution of employment in the hospitality industry by region. Central Ontario, for example, accounts for 53 percent of employment in the accommodation industry, but only 35 percent of establishments.

Northern Ontario has 38 percent of all accommodation establishments which account for only 13 percent of total employment in accommodation. Similarly, in foodservice, Northern Ontario has 11 percent of establishments and only 5 percent of employment. Establishments in Northern Ontario are smaller in terms of employment than other regions of the province.

Table A-1

Number of Establishments in the Hospitality Industry in Ontario

Industry/Region	Number of Employees 0	1-40	40 or more	Total	%
Foodservice					
Central	861	8,060	423	9,344	60.9
Southwest	219	1,936	59	2,214	14.4
Southeast	170	1,856	61	2,087	13.6
Northwest	38	439	10	487	3.2
Northeast	125	1,057	19	1,201	7.8
Foodservice Total	**1,413**	**13,348**	**572**	**15,333**	**100.0**
Accommodation					
Central	224	659	67	950	35.0
Southwest	83	213	5	301	11.1
Southeast	132	284	17	433	16.0
Northwest	84	342	3	429	15.8
Northeast	192	402	3	597	22.2
Accommodation Total	**715**	**1,900**	**95**	**2,710**	**100.0**
Industry Total	**2,128**	**15,248**	**667**	**18,045**	

Note: It should be noted that WCB statistics underestimate the total number of establishments according to records kept by the Ministry of Tourism and Recreation. It is not believed that this has misrepresented the regional or foodservice/accommodation distribution of responses.

Source: Workers Compensation Board (WCB) as of October 31, 1988.

Table A-2

Employment in the Hospitality Industry by Region, 1986

Region	Accommodation (#) (000's)	(%)	Foodservice (#) (000's)	(%)	Total (#) (000's)	(%)
Central	25.7	52.9	129.2	70.9	154.9	68.8
Southwest	4.7	11.0	21.6	11.9	26.3	11.7
Southeast	6.8	15.9	21.7	11.9	28.5	12.7
Northwest	1.4	3.3	2.6	1.4	4.0	1.8
Northeast	4.3	10.0	7.1	3.9	11.4	5.1
Total	**42.9**	**100.0**	**182.2**	**100.0**	**225.1**	**100.0**

Source: Statistics Canada, Employment, Earnings & Hours Survey, Annual Averages, Special tabulations.

APPENDIX B

DETAILED METHODOLOGY

APPENDIX B

Detailed Methodology

The following is a detailed description of the methodology used in each stage.

Stage 1: Start-up

Our initial task was to meet with the Interministerial Support & Steering Committees to review the study approach and outline.

There were two committees with which we met frequently, the Interministerial Support Committee, comprised of representatives from the sponsoring ministries, and the Steering Committee, which consisted of ministry, industry and organized labour representatives.

At the start-up meeting, all necessary administrative details and arrangements were finalized. The meeting was designed to focus on available lists of potential interview candidates, as well as on relevant information possessed by the members of either committee.

Stage 2: Secondary Source Research

We generated a list of users that we might interview in a later stage of the study as well as constructed an industry overview.

1. List Generation

We worked with the Workers Compensation Board (WCB) to derive a list of establishments in the foodservice and accommodation industries in Ontario. All companies have to report the number of employees working at their establishment. WCB has an extensive data base with names and addresses for employers and have the capacity to estimate the number of employees. The WCB list was first subdivided into the five economic regions used by the Ministry and Statistics Canada (Table B-1). We then randomly selected a sample from the WCB list using every eighth name, within each geographical area and industry class. The distribution of the WCB list is presented in Table B-2.

Industry Overview

Existing literature on historical and future industry and employment trends were reviewed in order to construct a preliminary industry profile. The "Industry Overview" was presented to the Interministerial Support and Steering Committees in early November.

Stage 3: Industry Expert Preliminary Review

Fifteen interviews were conducted with experts to review our preliminary industry profile and to identify possible emerging trends not already considered and identify possible gaps in the training structure.

Table B-1

Five Ontario Regions by County

CENTRAL

Northumberland	Peterborough	Victoria
Durham Regional Municipality	York Regional Municipality	Toronto Metropolitan Municipality
Peel Regional Municipality	Dufferin	Wellington
Halton Regional Municipality	Niagara Regional Municipality	Brant
Waterloo Regional Municipality	Simcoe	Muskoka District
Haliburton	Haldimand-Norfolk Regional Municipality	Hamilton-Wentworth Regional Municipality

SOUTH WEST

Perth	Oxford	Elgin
Kent	Essex	Lambton
Middlesex	Huron	Bruce
Grey		

SOUTH EAST

Glengarry	Prescott	Russell
Stormont	Dundas	Grenville
Leeds	Lanark	Frontenac
Lennox & Addington	Renfrew	Hastings
Prince Edward	Ottawa-Carleton Regional Municipality	

NORTH WEST

Thunder Bay District	Rainy River District	Kenora District

NORTH EAST

Nipissing District	Perry Sound District	Manitoulin District
Sudbury District	Sudbury Regional Municipality	Timiskaming District
Cochrane District	Algoma District	

Source: Statistics Canada, Regional Operations Branch.

Table B-2

Workers' Compensation Board Distribution and Sample Selection, by Region and Sector

	All Firms				Selected Firms			
Sector/Region	**0**	**1-40**	**40+**	**Total**	**0**	**1-40**	**40+**	**Total**
Foodservice								
Southeast	170	1,856	61	2,087	0	232	61	293
Central	861	8,060	423	9,344	0	1,007	423	1,430
Southwest	219	1,936	59	2,214	0	242	59	301
Northeast	125	1,057	18	1,201	0	132	19	151
Northwest	38	439	10	487	0	55	19	65
Foodservice Total	**1,413**	**13,348**	**573**	**15,333**	**0**	**1,668**	**572**	**2,240**
Accommodation								
Southeast	132	284	17	433	0	284	17	301
Central	224	659	67	950	0	659	67	726
Southwest	83	213	5	301	0	213	5	218
Northeast	192	402	3	597	0	402	3	405
Northwest	84	342	3	429	0	342	3	345
Accommodation Total	**715**	**1,900**	**95**	**2,710**	**0**	**1,900**	**95**	**1,995**

* WCB statistics underestimate the total number of establishments according to the Ministry of Tourism and Recreation. These figures were, however, used as they represented the only data base available which could be aggregated by region and from which a survey sample could be drawn. It is not believed that this has misrepresented the regional or foodservice/accommodation distribution of our respondents.

Source: Workers' Compensation Board, October 31, 1988.

Representatives of the following establishments were interviewed in the Preliminary Review:

Scotts Hospitality, Toronto
Imago Restaurants, Toronto
Bitove Corporation, Toronto
Baywood Motor Inn, North Bay
Sheraton Inn, Sudbury
Renaissance Hotel, Scarborough
Inn on the Park, Toronto
Movenpick, Toronto
Fern Resort, Orillia
Hidden Valley Resort, Huntsville
Sand Beach Lodge, Alban
Hilton, Toronto
Four Seasons, Toronto
Delta Hotels, Toronto
CN Hotels, Toronto

Topics of the Preliminary Review included:

- Review of scenario;
- Comments and objections;
- Mobility of employees;
- Training -- current and needed;
- Shortages -- current and future;
- Perks; and,
- Future trends -- next five years.

Stage 4: Field Interviews

In this stage, we interviewed "users" (establishments requiring labour), industry experts and employees.

1. Users

Using the checklists provided by the Steering and Interministerial Support Committees, we prepared a detailed user questionnaire. The questionnaire was designed to minimize completion time, through the use of multiple check boxes. A copy of the questionnaire is included in Appendix C. The questionnaire was pre-tested following review and approval by the Interministerial Support Committee.

The survey package, complete with questionnaire, covering letter and self-addressed, postage-paid envelope, was mailed to the survey sample.

Approximately 4,000 surveys were mailed in late January 1989, and responses were expected by February 7, 1989. We accepted surveys until the middle of March.

Establishments that were known to have multiple locations were sent four copies of the survey, and asked to distribute them to four of their locations in Ontario.

In early February, smaller establishments (fewer than 40 employees) were contacted by telephone by regional interviewers located in Toronto, London, Ottawa and Sudbury.

The regional interviewers encouraged respondents to either complete the survey with them by telephone or to send in their completed survey directly to Toronto. Establishments with greater than 40 employees were sent a reminder postcard two weeks after the initial mailing. This reminder stressed the importance of the survey and the need for their participation.

We received 1,019 completed surveys. This represents a response rate of approximately 25 percent. An analysis of our total sample of approximately 1,000 yielded a statistical error factor of 26 percent given a 90 percent confidence limit.

Table B-3 shows the distribution of the survey sample as compared to the distribution of respondents. The distributions by industry and company size are fairly close.

Table B-3

Sample Distribution and Survey Respondent Distribution

Number of Employees	Foodservice (#)	Foodservice (%)	Accommodation (#)	Accommodation (%)
1 - 40	1,668	39	1,900	45
40+	572	14	95	2
Total		**53**		**47**
Survey Respondents*				
1 - 40	592	44	502	37
40+	153	11	95	7
Total		**55**		**44**

* The number of respondents counted here is higher than the total number of respondents, as establishments felt that they were qualified to respond as both a foodservice and accommodation establishment. Surveys totalled 1,019.

Source: WCB List October 31, 1988, Laventhol & Horwath Survey, January 1989.

Sales

Table B-4 illustrates the breakdown of respondents based on their recent annual sales. Sixty percent of all respondents had less than $750,000 in annual sales. Accommodation establishments were more likely to fall into that sales category (61 percent) than foodservice establishments (55 percent). The definition used in this study for a small establishment, based on sales, was up to $750,000 for foodservice and $2,500,000 for accommodation.

Subsectors

Further detail about the subsectors of the hospitality industry are presented in Table B-5.

Francophone Respondents (Table B-6)

Almost 10 percent of total survey respondents indicated that they considered themselves to be francophone establishments. Eastern Ontario, both North and South, had the highest percentage of francophone respondents.

2. Industry Expert Interviews

Using the checklists provided by the Steering Committee, we prepared a questionnaire for use in this segment of the study. It was reviewed with the Interministerial Support Committee, pretested and finalized. A copy of the interview guideline is included in Appendix D.

Fifty industry experts were interviewed in March/April 1989. Interviewees are listed in Table B-7.

3. Employee Interviews

At the completion of the user and expert interview process, we conducted two sets of focus group sessions. Each session consists of two focus groups. They were held in late April in Toronto and Peterborough. Focus group participants were required to be over age 19, currently employed in either foodservice and accommodation, with one year or more service, and be at the level of supervisor and below. Our participants included back-of-house (garnisher, kitchen aid, cook, reservation agent, room service, housekeeper, caretaker) as well as front-of-house (concierge, front desk clerk, counter person, waitress/server) staff.

The outline for the focus groups is included in Appendix E. Focus group results are incorporated into the body of the report.

Stage 5: Detailed Analysis

The information gathered from interviews, surveys and focus groups in previous stages was analyzed and synthesized.

We used a variety of techniques to analyze the human resource "demand" projections provided by the field research. Cross tabulations and frequency distributions were used to highlight key issues. The human resource plan is incorporated into this report in the Labour Market Outlook section.

Stage 6: Report Preparation and Presentation

A draft report was prepared and reviewed with the Committees. It was revised and a final report prepared.

The draft report was reviewed by the Interministerial Support Committee. A revised draft report was submitted to the Steering Committee prior to a half day presentation meeting. Comments and suggestions of the Steering Committee were incorporated and a final report was issued.

Table B-4

Respondent Characteristics
Sales

	Survey Total	Foodservice			Accommodation			Region				
		Total	#Employees Small	Large	Total	#Employees Small	Large	Central	S.W.	S.E.	N.W.	N.E.
Sales $						(Percentages)						
0 - 750,0000	60	55	67	12	61	72	12	55	62	50	77	75
750,000 - 1,500,000	14	17	16	23	14	13	24	13	10	14	16	14
1,500,000 +	11	15	3	60	10	2	56	18	12	7	3	2
Not Specified	15	14	15	5	15	14	8	13	16	29	4	9
Total	100	100	100	100	100	100	100	100	100	100	100	100

Question: "In the last full year of operation, what was your approximate **ANNUAL** sales volume?

Source: Laventhol & Horwath Survey, January 1989.

Table B-5

Hospitality Industry
(Respondent Profile)

	Total	#Employees Small	#Employees Large	Sales Volume Small	Sales Volume Large	Region Central	Region S.W.	Region S.E.	Region N.W.	Region N.E.
Foodservice					(Percentages)					
Licensed Restaurants	36	35	39	32	39	31	35	36	47	50
Unlicensed Restaurants	15	18	9	21	10	14	22	15	13	15
Take Out Foodservice	22	25	13	25	19	25	17	27	8	10
Caterer	12	10	17	10	13	13	10	13	9	4
Taverns/Bar/Night Club	15	13	23	11	19	15	15	10	22	20
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**
Accommodation										
Hotel/Motor Hotel	27	21	61	24	39	28	28	28	24	24
Motel	25	28	7	24	28	20	33	31	17	32
Resort	16	14	23	15	17	20	7	13	16	7
Camping Ground	14	16	3	16	6	17	24	16	9	15
Other	18	18	6	21	10	15	9	12	32	22
Total	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**

Question: "Please check the following to indicate the sub-sectors of the accommodation and foodservice industry you represent."

Source: Laventhol & Horwath Survey, January 1989.

Table B-6

Francophone Respondents

Total Survey	9%	**Regions**	
Foodservice		Central	4%
Total	18%	South West	3%
Employees		South East	16%
Small	9%	North West	9%
Large	5%		
Sales Volume			
Small	9%		
Large	7%		
Accommodation			
Total	10%		
Employees			
Small	10%		
Sales Volume			
Small	10%		
Large	9%		

Source: Laventhol & Horwath Survey, January 1989.

Table B-7

Expert Interviews Conducted

Foodservice

Take-Out

Country Style Donuts, Toronto
Tim Horton Donuts, Toronto
Pizza Hut, Toronto
Mothers, Burlington
Burger King, Toronto*

Restaurants

Red Lobster, Toronto
O'Toole's Group, Toronto
Pizza Delight, Toronto
Druxy's Inc., Toronto*
Bersani & Carlevale Ltd., Toronto
Egan Restaurants, Toronto
Rinderlins, Welland*
Lime Rickeys, Toronto
Trappers, Toronto
Centro, Toronto
Metropolis, Toronto

Caterers

Canada Catering, Toronto
Mariott Foodservices, Burlington
VS Services, Toronto
Beaver Foods, London

Taverns, Bars

Yesac Creative Foods, Burlington
Elephant Castle, Toronto
Hemingway's Toronto

Other

Tourism Canada, Ottawa
Resorts Ontario - Peterborough
Canadian Restaurant and Food-services Association - Toronto
Ontario Hostelry Institute -
Ontario Private Campground Association - Toronto*
Ontario Restaurant Association - Toronto*

Accommodation

Chains

Ramada Inn, North Bay
Venture Inns, Toronto
Sheraton Centre, Toronto
Holiday Inn, Etobicoke
Westbury Hotel, Toronto
Best Western, Niagara Falls*

Hotels/Motels/Resorts

Small

Pinewood Park Motor Inn, North Bay
Rogerson's Lodges, Port Loring
Pow-wow Point Lodge, Huntsville
Wigamog Inn, Haliburton

Large

Clevelands House, Minett
Prince of Wales Hotel, Niagara-on-the Lake*

Niagara Falls Visitor and Convention Bureau, Niagara Falls*
Local 280 H.E.R.E. Bartenders Union - Toronto
Conference Board of Canada - Ottawa
George Brown College - Toronto
University of Guelph - Guelph

* Indicates personal interviews.

APPENDIX C

MAIL SURVEY QUESTIONNAIRE

Survey of Human Resource and Training Needs in the Hospitality Industry

Sponsored by:

Ministry of Skills Development
Ministry of Colleges & Universities
Ministry of Tourism & Recreation

Survey of Human Resource Needs in Ontario's Hospitality Industry

EXPLANATION

The questionnaire is divided into five parts:

1. EMPLOYMENT TRENDS
2. IMPACT OF TECHNOLOGY
3. RECRUITING ISSUES
4. RETENTION AND ADVANCEMENT ISSUES
5. PROFILE

We have made every effort to keep the information requested in this survey to the basic essentials needed. We have attempted to speed the response process by providing multiple check boxes wherever appropriate.

*Please confine your responses to the activities of the establishment at the address specified on this page of this questionnaire. **Do not** include any operations at other locations. If you have multiple establishments please indicate, by name, which establishment was used in this questionnaire.*

Some of the questions might not be relevant to your operation. In these cases, please check only the appropriate box(es) or enter N/A (not applicable) on the appropriate line. For those establishments that have both Foodservice and Accommodation facilities, you must apportion your human resources between these two sections.

There are only a few questions that require you to write out an answer - these are intended to give you an opportunity to express your views on certain issues. If you run out of space for these questions, please continue your comments on the last page.

WHEN COMPLETED

Your input is essential to the success of this study, so please return the completed questionnaire, using the pre-addressed postage-paid envelope provided, as soon as possible. Since the results of this survey will be used in subsequent parts of our study, we would appreciate receiving your response by no later than *February 7th, 1989.*

Thank you in advance for your co-operation.

A copy of the published report will be provided to all respondents upon completion of our study. Please complete the section below to ensure that we have your correct name and address.

RESPONDENT INFORMATION

Name of Establishment

_____

Address

_____

_____

_____

Contact

_____

All responses by individual companies will be treated in strict confidence, and will be seen only by the members of Laventhol & Horwath's study team. Individual company data will not be released under any circumstances.

Section One
EMPLOYMENT TRENDS AND REQUIREMENTS

THE PURPOSE OF THIS SECTION IS TO OBTAIN DATA ON:

- **YOUR CURRENT EMPLOYMENT LEVELS AND HOW THESE MIGHT CHANGE IN THE NEXT THREE YEARS.**
- **THE KEY FACTORS CAUSING THESE CHANGES**

IT IS ESSENTIAL THAT WE OBTAIN THIS DATA SO THAT WE WILL BE ABLE TO ESTIMATE THE NUMBER OF EMPLOYEES THAT WILL BE NEEDED IN THE VARIOUS OCCUPATIONS.

Manager/Supervisor	Includes General Managers, Managing Supervisors for dining establishments, food concessions, lounges, Banquet Captains, Maitre D'Hotel, Food & Beverage Managers, and Catering/Banquet Managers.
Host/Hostess	Includes Host/Hostess in restaurants or cocktail lounges, Restaurant Supervisor as well as Maitre D'Hotel
Captain Waiter/Waitress	The individual directly responsible for the Waiter/Waitress staff
Waiter/Waitress	Waiter/Waitress/Servers for formal or room service, Cocktail Waiter/Waitresses, Attendant for Take-Out services, Cafeteria or Buffet Attendant, Counter Attendant in a lunchroom, and Cashiers
Bus Person	Bus boy/girl, Caterer Helper, Porters
Executive Chef/Head Cook	Includes Executive Chef, Executive Sous-Chef, Sous Chef, Head Chef
Cooks	Includes Banquet Chef, Chef-Cook General, Short Order Cook, Preparation Cooks, and Line Cooks
Patissier/Baker/Pastry Cook	Includes Pastry Chef, Bakers and Assistants in hotels, restaurants and bakery operations
Kitchen Helpers/Dish Washers	Includes Dish/Pot washers, Kitchen Helpers, Pantry Person, Kitchen Steward, Cook Helpers and Apprentices
Accounting/Administration	Includes Controller and Assistant Controller, Food & Beverage Control Clerk, Purchasing Agent and Assistant Purchasing Agent, Storeroom Supervisors and Receiving Clerks, and Director of Human Resources and Assistant

Employment Trends - FOODSERVICE

Some of the information requested might not be readily available, or might require extensive research on your part. In these cases, please provide us with your BEST ESTIMATE. If employees are involved in multiple functions, record them in the job function where they spend most of their time. If the job titles do not match the ones that you use, please select the one that most closely fits the main job function of the employee.
PLEASE REFER TO DEFINITIONS ON THE OPPOSITE PAGE.

	Manager/ Supervisor	Host/Hostess	Captain Waiter/ Waitress	Waiter/Waitress	Bus Person	Bartender	Executive Chef/ Head Cook	Cooks	Patissier/Baker/ Pastry Cook	Kitchen Helpers/ Dish Washers	Accounting/ Administration
1.1.1 a. How many permanent full-time* employees are in these categories now?											
b. How many permanent part-time* employees are in these categories now?											
c. How many full-time vacancies do you presently have in each category?											
d. How many part-time vacancies do you presently have in each category?											
1.1.2 How many employees do you expect to have by 1992 in each of these categories? (Total of full- and part-time employees)											

* **A full-time employee works thirty hours or more per week.**
A part-time employee works less than thirty hours per week.

Manager/Supervisor	Includes General Managers, Managing Supervisors for dining establishments, food concessions, lounges, Banquet Captains, Maitre D'Hotel, Food & Beverage Managers, and Catering/Banquet Managers.
Host/Hostess	Includes Host/Hostess in restaurants or cocktail lounges, Restaurant Supervisor as well as Maitre D'Hotel
Captain Waiter/Waitress	The individual directly responsible for the Waiter/Waitress staff
Waiter/Waitress	Waiter/Waitress/Servers for formal or room service, Cocktail Waiter/Waitresses, Attendant for Take-Out services, Cafeteria or Buffet Attendant, Counter Attendant in a lunchroom, and Cashiers
Bus Person	Bus boy/girl, Caterer Helper, Porters
Executive Chef/Head Cook	Includes Executive Chef, Executive Sous-Chef, Sous Chef, Head Chef
Cooks	Includes Banquet Chef, Chef-Cook General, Short Order Cook, Preparation Cooks, and Line Cooks
Patissier/Baker/Pastry Cook	Includes Pastry Chef, Bakers and Assistants in hotels, restaurants and bakery operations
Kitchen Helpers/Dish Washers	Includes Dish/Pot washers, Kitchen Helpers, Pantry Person, Kitchen Steward, Cook Helpers and Apprentices
Accounting/Administration	Includes Controller and Assistant Controller, Food & Beverage Control Clerk, Purchasing Agent and Assistant Purchasing Agent, Storeroom Supervisors and Receiving Clerks, and Director of Human Resources and Assistant

Employment Trends - FOODSERVICE

Some of the information requested might not be readily available, or might require extensive research on your part. In these cases, please provide us with your BEST ESTIMATE. If employees are involved in multiple functions, record them in the job function where they spend most of their time. If the job titles do not match the ones that you use, please select the one that most closely fits the main job function of the employee.
PLEASE REFER TO DEFINITIONS ON THE OPPOSITE PAGE.

Manager/ Supervisor	Host/Hostess	Captain Waiter/ Waitress	Waiter/Waitress	Bus Person	Bartender	Executive Chef/ Head Cook	Cooks	Patissier/Baker/ Pastry Cook	Kitchen Helpers/ Dish Washers	Accounting/ Administration

1.1.3 Please CHECK which of these factors have had an impact on your estimate of increases/ decreases in Question 1.1.2:

- a. Improvement of current economic conditions ☐
- b. Worsening of current economic conditions ☐
- c. Introduction of new technology ☐
- d. Change in the organization of work ☐
- e. Change in competitive market situation ☐

1.1.4 a. In the past year how many of your employees participated in formal, structured, employer- or government-sponsored training programs (either on-site or off-site)?

b. How many employees do you expect will participate in similar training programs in the next three years?

1.1.5 a. CHECK here if you currently encounter recruiting difficulties for these occupations.

b. Please CHECK what your major difficulties are:

- i) Lack of applicants
- ii Lack of ***qualified*** applicants

Manager/Supervisor	Includes General Managers, Building and Hotel Managing Supervisor, and Building Superintendent, Front Office Managers, Marketing Managers, Rooms Division Manager, Executive Assistant Manager
Reservations/Desk Clerk	Includes Desk Clerks, Cashiers, Receptionists, Guest Service Agents
Concierge/Information Clerk	Includes Bell Captains, Concierge, Supervisors of Guest Services, Information Clerks
Doorperson/Valet/Bell Person	Includes Bellperson, Doorperson, Car Jockeys, Housekeeping Valet, Butlers, Porters
Room attendant/Housekeeping	Includes Executive Housekeeper and Assistant, housekeeping personnel, laundry persons
Janitor/Houseperson	Includes Housemen, Cleaners
Maintenance/Engineer	Includes Engineers, Trades Persons, Physical Plant Employees, General Maintenance Staff and Gardeners
Campground Cleaner	Maintenance personnel at campgrounds
Recreational Attendants	Information Clerk/Concierge for camping/recreational areas
Social Directors & Staff	Includes Recreational and Athletic Directors, and Supporting Staff (Health Club, Life Guards, etc.)
Sales Representatives	Director of Sales, Assistants, Receptionists in sales office, Catering Sales Representatives, Convention Services Manager
Accounting/Administrative	Controller, Assistant Controller, Director of Administration, general office staff, Purchasing Agent and Assistant, Supervisors of storerooms, Receiving Clerks, Director of Human Resources and Assistant Night Auditor
Security	Director of Security, Patrol Officers, House Detectives, Hotel Security Officers

Employment Trends - ACCOMMODATION

Some of the information requested might not be readily available, or might require extensive research on your part. In these cases, please provide us with your BEST ESTIMATE. If employees are involved in multiple functions, record them in the job function where they spend most of their time. If the job titles do not match the ones that you use, please select the one that most closely fits the main job function of the employee.
PLEASE REFER TO DEFINITIONS ON THE OPPOSITE PAGE.

	Manager/ Supervisor	Reservations/ Desk Clerk	Concierge/ Information Clerk	Doorperson/Valet/ Bell Person	Room Attendant/ Housekeeping	Janitor/ Houseperson	Maintenance/ Engineer	Campground Cleaner	Recreational Attendants	Social Directors & Staff	Accounting/Admin Purchasing	Security
1.2.1 a. How many permanent full-time* employees are in these categories now?												
b. How many permanent part-time* employees are in these categories now?												
c. How many full-time vacancies do you presently have in each category?												
d. How many part-time vacancies do you presently have in each category?												
1.2.2 How many employees do you expect to have by 1992 in each of these categories? (Total of full- and part-time employees)												

* **A full-time employee works thirty hours or more per week.**
A part-time employee works less than thirty hours per week.

Manager/Supervisor	Includes General Managers, Building and Hotel Managing Supervisor, and Building Superintendent, Front Office Managers, Marketing Managers, Rooms Division Manager, Executive Assistant Manager
Reservations/Desk Clerk	Includes Desk Clerks, Cashiers, Receptionists, Guest Service Agents
Concierge/Information Clerk	Includes Bell Captains, Concierge, Supervisors of Guest Services, Information Clerks
Doorperson/Valet/Bell Person	Includes Bellperson, Doorperson, Car Jockeys, Housekeeping Valet, Butlers, Porters
Room attendant/Housekeeping	Includes Executive Housekeeper and Assistant, housekeeping personnel, laundry persons
Janitor/Houseperson	Includes Housemen, Cleaners
Maintenance/Engineer	Includes Engineers, Trades Persons, Physical Plant Employees, General Maintenance Staff and Gardeners
Campground Cleaner	Maintenance personnel at campgrounds
Recreational Attendants	Information Clerk/Concierge for camping/recreational areas
Social Directors & Staff	Includes Recreational and Athletic Directors, and Supporting Staff (Health Club, Life Guards, etc.)
Sales Representatives	Director of Sales, Assistants, Receptionists in sales office, Catering Sales Representatives, Convention Services Manager
Accounting/Administrative	Controller, Assistant Controller, Director of Administration, general office staff, Purchasing Agent and Assistant, Supervisors of storerooms, Receiving Clerks, Director of Human Resources and Assistant Night Auditor
Security	Director of Security, Patrol Officers, House Detectives, Hotel Security Officers

Employment Trends - ACCOMMODATION

Some of the information requested might not be readily available, or might require extensive research on your part. In these cases, please provide us with your BEST ESTIMATE. If employees are involved in multiple functions, record them in the job function where they spend most of their time. If the job titles do not match the ones that you use, please select the one that most closely fits the main job function of the employee.
PLEASE REFER TO DEFINITIONS ON THE OPPOSITE PAGE.

Manager/ Supervisor	Reservations/ Desk Clerk	Concierge/ Information Clerk	Doorperson/Valet/ Bell Person	Room Attendant/ Housekeeping	Janitor/ Houseperson	Maintenance/ Engineer	Campground Cleaner	Recreational Attendants	Social Directors & Staff	Accounting/Admin Purchasing	Security

1.2.3 Please CHECK which of these factors have had an impact on your estimate of increases/ decreases in Question 1.2.2:

a. Improvement of current economic conditions ☐
b. Worsening of current economic conditions ☐
c. Introduction of new technology ☐
d. Change in the organization of work ☐
e. Change in competitive market situation ☐

1.2.4 a. In the past year how many of your employees participated in formal, structured, employer- or government-sponsored training programs (either on-site or off-site)?

b. How many employees do you expect will participate in similar training programs in the next three years?

1.2.5 a. CHECK here if you currently encounter recruiting difficulties for these occupations.

b. Please CHECK what your major difficulties are:

i) Lack of applicants

ii Lack of ***qualified*** applicants

Section Two
IMPACT OF TECHNOLOGY

THE PURPOSE OF THIS SECTION IS TO FIND OUT MORE ABOUT YOUR ESTABLISHMENT'S CURRENT AND PLANNED USE OF TECHNOLOGY - - ONE OF THE KEY FACTORS INFLUENCING THE INDUSTRY'S SKILL REQUIREMENTS.

Beverage Dispensing System	Examples include metered Draught,Liquor and Wine dispensers, Remote Bulk Liquor dispenser and Electronic Beverage and Cocktail dispenser.
Food Processing/Holding/Transport	Examples include Vacuum Packaging, Cook/Freeze system, Cook/Chill system, Hot and Cold Transport Carts and Microwave.
Inventory Control	Examples include Computerized Scales, Label Printers, Electronic Beverage and Cocktail Dispenser with interface to Point-of Sale system and Point-of-Sale interfaced with Computerized Inventory Control system.
Warewashing	Examples include Automatic Dish Wash, Automatic Pot Washers, and Water Recirculation in Pot Wash Sink.
Cash Control and Accounting	Examples include Stand-Alone **Electronic** Cash Registers (ECR), **Electronic** Cash Registers interfaced with other ECRs, and **Electronic** Cash Registers integrated with central computers on site.
Garbage and Handling	Examples include Pelletizing, Refrigerated Holding and Compacting.

Use of Technologies

Technologies Please see Definitions on facing page.	2.1 Which of these types of technologies are currently in use at your establishment? (Please check)	2.2 Which of these technologies do you expect to expand or acquire by 1992? (Please check)	2.3 What impact do you expect that these technologies will have on your employment needs over the next 3 years?			2.4 Will additional skills training be required for existing and future employees?		2.5 If yes in 2.4, do you expect that you will train your employees or hire staff with these skills?	
Foodservice			Increase	Decrease	No Change	Yes	No	Train	Hire
Beverage Dispensing System	☐	☐	☐	☐	☐	☐	☐	☐	☐
Food/Processing/Holding/ Transportation	☐	☐	☐	☐	☐	☐	☐	☐	☐
Inventory Control	☐	☐	☐	☐	☐	☐	☐	☐	☐
Warewashing	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cash Control & Accounting	☐	☐	☐	☐	☐	☐	☐	☐	☐
Garbage Handling	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other (Please specify)									
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐

Reservation	Examples include in-house, on-line with Central Reservation system, (Individual or as part of a property management system).
Front Desk	Examples include in-house computers for registration and cashiering (check-in/out as part of an individual or property management system), automatic check-in/out at a kiosk or in-room bill view ing from a TV system. In-room pay-for-view movie or ordering of room service via TV monitor.
Cash Control and Accounting	Examples include Stand-Alone **Electronic** Cash Registers, **Electronic** Cash Registers (ECR) inter-faced with other ECRs or integrated with a central computer, and Accounting Machines in the back office.
Data Processing	Examples include In-House Computers, Word Processors, outside Data Processing Services (Service Bureau) and EDP Service from Corporate Headquarters.
Life (Fire) Protection	Examples include Smoke/Fire/Heat Detectors and Automatic Sprinklers in Guest Rooms and Public Areas, Annunciator Panel for Fire Source and Guest Evacuation (Sound) System
Security	Examples include Electronic Locks in Guest Rooms and other spaces, Closed Circuit Television, Photo-Electric Light Beams, Microwave, RF Fields, Infra-Red Beams and Seismic Detectors
Housekeeping/Laundry	Examples include automatic folders, ironers, sheetspreaders and load weighing scales, dry cleaning, programmable/computerized washers and dryers and Heat Reclaim systems
Energy Control Technology	Examples include automatic time clocks, load cyclers/programmable controllers, automatic lighting controls, combustion control refinements, chiller load optimization, and heat recapture technology.
Advanced Telephone Technology	Examples include message wait-light, automatic wake-up capability, capacity for room cleaner to report room status via phone, automatic transfer of local or long distance charges to guest folios, and message recorder.
Other Technologies	Examples include free guest room movies, direct charge guest room movie, large screen TV, Satellite Earth Stations, Teleconferencing

Use of Technologies

Technologies	2.1	2.2	2.3			2.4		2.5	
Please see Definitions on facing page.	Which of these types of technologies are currently in use at your establishment? (Please check)	Which of these technologies do you expect to expand or acquire by 1992? (Please check)	What impact do you expect that these technologies will have on your employment needs over the next 3 years?			Will additional skills training be required for existing and future employees?		If yes in 2.4, do you expect that you will train your employees or hire staff with these skills?	
Accommodation			Increase	Decrease	No Change	Yes	No	Train	Hire
Reservations	☐	☐	☐	☐	☐	☐	☐	☐	☐
Front Desk	☐	☐	☐	☐	☐	☐	☐	☐	☐
Cash Control & Accounting	☐	☐	☐	☐	☐	☐	☐	☐	☐
Data Processing	☐	☐	☐	☐	☐	☐	☐	☐	☐
Life (Fire) Protection	☐	☐	☐	☐	☐	☐	☐	☐	☐
Security	☐	☐	☐	☐	☐	☐	☐	☐	☐
Energy Control Technology	☐	☐	☐	☐	☐	☐	☐	☐	☐
Advanced Telephone Tech.	☐	☐	☐	☐	☐	☐	☐	☐	☐
Housekeeping/Laundry	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other (Please specify)									
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐
_____		☐	☐	☐	☐	☐	☐	☐	☐

Section Three
SKILLS TRAINING ISSUES

THE PURPOSE OF THIS SECTION IS TO
IDENTIFY THOSE JOB CATEGORIES WHERE
RECRUITING PROBLEMS EXIST,
TO EXAMINE THE NEW OR EMERGING SKILL REQUIREMENTS
IN YOUR ESTABLISHMENT, AND TO
DETERMINE WHERE TRAINING PROGRAMS ARE NEEDED.

Occupational Definitions - FOODSERVICE*

(For full detail, see Job Definitions used in Section 1)

Front Line	This includes Waiters and Waitresses, Counter Attendants, Bus Boys/girls and Bartenders.
Back of House	The functions included here are: Food Assembler, Dish/Pot Washer, Helpers, Food and Beverage Clerks, and Cooks and Chefs of all types.
Supervisory/Management	This category includes all supervisors such as Maitre d'Hotel and Banquet Captain, and Managers such as Food and Beverage Manager and Catering/Banquet Managers.

* Include any and all apprenticeship programs.

3.1a For occupations where you foresee skills or training needs within the next three years, please tell us what particular skills are/will be needed for employees in each of these groups.

MAIN FUNCTION OR JOB GROUPS	3.1.1a FOR WHAT JOB TITLES? (Use your own Job Titles)	3.1.2a WHAT KEY SKILLS ARE/WILL BE NEEDED?	3.1.3a WHAT TECHNOLOGICAL CHANGES, IF ANY, ARE ASSOCIATED WITH THESE SKILL NEEDS?
FOODSERVICE			
FRONT LINE			
BACK OF HOUSE			
SUPERVISORY/MANAGEMENT			

Occupational Definitions - ACCOMMODATION

(For full detail, see Job Definitions used in Section 1)

Front Line	This category includes Housekeeping, Maintenance, Doorperson, Desk Clerks, etc.
Supervisory/Management	Included in this job group are: Supervisors, as well as Accounting and Administration and Managers of the various functions such as the Front Office, Housekeeping, Marketing, etc.

3.1b For occupations where you foresee skills or training needs within the next three years, please tell us what particular skills are/will be needed for employees in each of these groups.

MAIN FUNCTION OR JOB GROUPS	3.1.1b FOR WHAT JOB TITLES? (Use your own Job Titles)	3.1.2b WHAT KEY SKILLS ARE/WILL BE NEEDED?	3.1.3b WHAT TECHNOLOGICAL CHANGES, IF ANY, ARE ASSOCIATED WITH THESE SKILL NEEDS?
ACCOMMODATION			
FRONT LINE			
SUPERVISORY/MANAGEMENT			

Thank you for completing this section.
Now please turn to Section 4.

Section Four
RECRUITMENT, RETENTION AND ADVANCEMENT ISSUES

THE PURPOSE OF THIS SECTION IS TO LEARN ABOUT YOUR ESTABLISHMENT'S APPROACH TO MANAGING ITS HUMAN RESOURCES AND TRAINING NEEDS.

HUMAN RESOURCE PLANNING

4.1 Do you forecast, at least a year in advance, the numbers of employees by category that your organization will require in the next year? (Please check one.)

YES ☐ Please go to Question 4.2

NO ☐ Please go to Question 4.4

4.2 How many years has your organization been performing this type of forecast?

_____ years

4.3 How far in advance do you forecast?

_____ months

_____ years

RETENTION/MOBILITY

4.4 What do you believe are the main reasons why employees leave? (Please rank the following in order of importance, 1 being the most important, 2 being the second-most important, etc.)

	RANK
To make more money elsewhere.	_____
Working conditions (i.e. hours of work, etc.)	_____
Better benefits.	_____
To go back to school.	_____
Career advancement opportunities within the hospitality industry.	_____
Career advancement opportunities outside the hospitality industry.	_____
Technology changes	_____
Other _____ (please specify)	_____

RECRUITMENT, RETENTION, AND ADVANCEMENT

4.5 Where do SUPERVISORY/MANAGEMENT level employees go when they leave your employ? Approximately what percentage fall into each category (to total 100%) ?

____% remain within the industry (using the same skills in the same industry.)

____% move to a parallel industry (using the same skills but in a different industry*.)

____% go to another occupation altogether (different skills, different industry.)

4.6 Where do BACK-OF-HOUSE employees go when they leave your employ? Approximately what percentage fall into each category (to total 100%) ?

____% remain within the industry (using the same skills in the same industry).

____% move to a parallel industry (using the same skills but in a different industry*).

____% go to another occupation altogether (different skills, different industry).

4.7 Where do FRONT-LINE employees go when they leave your employ? Approximately what percentage fall into each category (to total 100%) ?

____% remain within the industry (using the same skills in the same industry).

____% move to a parallel industry (using the same skills but in a different industry*).

____% go to another occupation altogether (different skills, different industry).

* *This could include hospitals, institutional foodservice, retirement homes, etc.*

4.8 What steps have you taken to retain your employees? (Check all that apply.)

- ☐ Orientation programs
- ☐ Offered additional money and/or benefits
- ☐ Improved working conditions (i.e. hours of work)
- ☐ Established career ladders
- ☐ Provided formalized training programs
- ☐ Performance review programs
- ☐ Other (please specify)

_____

4.9 a. Is there a role the **Hospitality Industry** could play to aid in the retention/recruitment/ training of your employees?

Yes ☐ No ☐

Please describe.

_____

_____

_____

b. Is there a role **Organized Labour** could play to aid in the retention/recruitment/ training of your employees?

Yes ☐ No ☐

Please describe.

_____

_____

_____

c. Is there a role the **Government** could play to aid in the retention/recruitment/ training of your employees?

Yes ☐ No ☐

Please describe.

_____

_____

_____

ADVANCEMENT

4.10 a. Are there advancement opportunities in your establishment for FRONT-LINE employees?

Yes ☐ No ☐

4.10 b. Are these opportunities well-known to these employees?

Yes ☐ Somewhat ☐ No ☐

4.11 a. Are there advancement opportunties in your establishment for BACK-OF-HOUSE employees?

Yes ☐ No ☐

4.11 b. Are these opportunities well-known to these employees?

Yes ☐ Somewhat ☐ No ☐

4.12 a. Are there advancement opportunities in your establishment for SUPERVISORY/ MANAGEMENT employees?

Yes ☐ No ☐

4.12 b. Are these opportunities well-known to these employees?

Yes ☐ Somewhat ☐ No ☐

TRAINING

4.13 How many people whose primary function is to train other employees does your establishment employ?

Category	# of Employees
None	☐
Full-Time	☐
Part-Time	☐

	TOTAL	PRIVATE PROGRAMS	COLLEGE PROGRAMS	UNIVERSITY PROGRAMS
4.14 For each of the columns listed, during 1988, how many of your employees participated in the following training programs?				
• Technical (other than computer skills)				
• Computer related skills				
• Management/supervisory skills				
• Safety and orientation				
• Continuing Professional Education				
• Other (please specify)				
_____				
_____				
_____				
_____				
_____				
_____				

Government Assisted Training Programs

(See next page for related questions)

Federal Government
(Employment & Immigration Canada)

	4.15a Aware of Programs	4.15b Used Programs
Canadian Jobs Strategy		
Skill Investment Program	☐	☐
Skill Shortages Program	☐	☐
Innovations Program	☐	☐
Job Entry Program	☐	☐
Job Development Program	☐	☐

Provincial Government
(Ministry of Skills Development)

• APPRENTICESHIP	☐	☐
• FUTURES	☐	☐
• Ontario Basic Skills in the Workplace	☐	☐
• Ontario Skills	☐	☐
• Ontario Summer Employment Program	☐	☐
• Ontario Training Trust Funds	☐	☐
• Technicians & Technologists Skills Updating	☐	☐
• Trades Updating	☐	☐
• Training Consulting Services (Ontario Skills Development Office)	☐	☐
• Transitions	☐	☐
• Other Skills Development Programs	☐	☐

4.15 a. Of which of the GOVERNMENT assisted training programs listed on the opposite page are you aware?(Please check)

b. During the last year, which of those GOVERNMENT training assistance programs did you use? (Please check)

c. Approximately how many of your employees received training through these types of government programs in 1988? (Enter approximate number)

Program	No. of Employees
Canadian Jobs Strategy	☐
Apprenticeship	☐
Other Provincial Gov't Programs	☐

4.16 For which occupations do you currently have apprenticeship* programs?

We have apprentices in the following occupations:

Occupation	No. of Apprentices
Baker	_____
Junior Baker	_____
Patissier	_____
Cook	_____
Assistant Cook	_____
_____	_____
_____	_____
_____	_____

☐ Do not have any apprentices.

* Apprenticeship programs involve a combination of on-the-job and in-class programs for skills training.

4.17 What other apprenticeship programs would you like to see developed?

Occupation	Check
Hotel Front Office & Reception	☐
Waiter/Waitress	☐
Other (specify)	
_____	☐
_____	☐
_____	☐
_____	☐
_____	☐

4.18 What have been the constraints in participating in more formalized skills training programs for your employees during 1988? Please rank the following in order of importance with "1" being the most important, "2" being the second most important, and so on.

Factors	Rank
Current level of training is adequate	____
Can't find appropriate courses for my employees	____
Too few skilled jobs to justify formal training	____
Expenditures for formal training prohibitive	____
Risk of losing trained employees to other firms is too great	____
Don't have the facilities to provide formal training	____
Can hire all the trained workers needed	____
Training courses involve too many days off the job	____
Other (please specify)	
_____	____

4.19 For 1989, do you expect to:
(Please check as many as appropriate)

- ☐ Continue with present training programs as required
- ☐ Provide/sponsor any new training programs (please specify)

_____
_____
_____

- ☐ Participate in government-approved training programs (e.g. Ontario Skills, Trades Updating, etc.)
- ☐ Seek other types of support for training (please specify)

_____
_____
_____

4.20 You may have some concerns or comments about your human resource requirements and human resource training programs that have not been captured in our questions. Please use this page to pass along any further thoughts you might have to help us in our planning.

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

4.21 What creative solutions have you found or would you propose to alleviate human resource shortages in your segment of the industry.

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Section Five
COMPANY PROFILE

THE PURPOSE OF THIS SECTION IS TO OBTAIN SOME BASIC DATA ON YOUR OPERATION

Company Profile

5.1 Please check the following to indicate the sub-sectors of the accommodation and food-service industry you represent. (If you have multiple establishments, please remember to complete this for the establishment referred to throughout the entire questionnaire).

YOU MAY CHECK MORE THAN ONE

FOODSERVICE

- ☐ Restaurants, Licensed
- ☐ Restaurants, Unlicensed (including Drive-Ins)
- ☐ Take-Out Foodservice
- ☐ Caterers
- ☐ Taverns, Bars and Night Clubs

ACCOMMODATION

- ☐ Hotel or Motor Hotel
- ☐ Motel
- ☐ Resort
- ☐ Tourist Courts and Cabins
- ☐ Guest Houses and Tourist Homes
- ☐ Lodging Houses and Residential Clubs
- ☐ Camping Grounds and Travel Trailer Parks
- ☐ Other Recreation and Vacation Camps

5.2 Please tell us more about your establishment. (Indicate with N/A if terms do not apply to your establishment.)

Number of Guest Rooms _____

Total Number of Food and Beverage Seats (including Banqueting if applicable) _____

Total Number of Camp Sites _____

5.3 Please indicate the number of permanent and seasonal full-time and part-time employees you have **at the height of your season.**

(A full-time employee works thirty hours or more per week; a part-time employee works less than thirty hours per week.)

Type of Employment	Permanent	Seasonal
Full-time	_____	_____
Part-time	_____	_____

5.4 Please indicate the total number of employees you have by sex and age (permanent, full-time plus part-time).

Age	Male	Female	Total
16 - 19	_____	_____	_____
20 - 24	_____	_____	_____
25 - 34	_____	_____	_____
35 - 54	_____	_____	_____
55 - 64	_____	_____	_____
65+	_____	_____	_____

5.5 In the last full year of operation, what was your approximate ANNUAL sales volume?

Sales Volume	Please Check One
$ 0 - $750,000	☐
$750,001 - $1,500,000	☐
$1,500,001 - $2,500,000	☐
$2,500,001 - $4,500,000	☐
$4,500,001 - $7,500,000	☐
$7,500,001 - $10,000,000	☐
$20,000,001 - $15,000,000	☐
$15,000,001 - $20,000,000	☐
$20,000,001 - $50,000,000	☐
$50,000,001 - $100,000,000	☐
Over $100 million	☐

5.6 Would you consider your operation to be a Francophone* business?

Yes ☐ No ☐

* A Francophone business is one in which

a) the company is owned by a Francophone(s) or,

b) the majority of employees are Francophone(s) or,

c) the primary language of internal communications is French.

You may use this area and the back cover to add more detail when answering your questions.

Thank you for completing this survey. Please return it in the pre-stamped, self-addressed envelope to:

Laventhol & Horwath Management Consultants
20 Queen Street West
Toronto, Ontario
M5H 3V7

APPENDIX D

INDUSTRY EXPERT INTERVIEWS

Qualitative Survey
Topics

Introduction

Recruitment

- Which occupations do you have the greatest trouble recruiting for? (Probe: skilled/unskilled)
- How many people are needed? (Probe: How do you know?)
- Do you plan for recruitment?
- Why are there shortages? (Probe: skilled/unskilled?)
- Why do people enter the industry?
- Why are people not entering the industry? (What are you doing to address it?)
- Do you recruit from outside the industry?

Retention

- What is done to retain current employees?
- Where do they usually go when they leave?
- Why do they leave? (Difference between front line, back of house and supervisory/management)
- Why do people stay in the industry?
- What is your turnover rate? (Do you manage turnover in order to retain good people and let poor performers go?)
- How do you "utilize" your people now? (A lot of P/T; Split shifts; job rotation)

Advancement

- Are there opportunities for advancement? (front line; back of the house; supervisory/ management?)
- Are they well known? (How?)
- Do you have any mechanism to acquire knowledge of employees' career aspirations (Attitude Survey?)

Training

- Any done?
- What type? (Q.4.14 - categories)
- Who pays? (Employee or Company?)
- Is there a program to encourage employees to enhance their skills?
- Do you have a `fast track program' for on-the-job training?
- Do you have any apprentices? (Is the program working? How relevant is it?)
- What are the constraints to participation in formal skills training (why? Top 2; Bottom 2; Train vs. Hire)
- How relevant are the current Colleges and University programs? (Employment and Pre-employment programs)
- What are the attitudes, expectations and qualifications of graduates of pre-employment hospitality programs?
- How can you get young people interested in the industry?
- What age do you try to attract students?
- You have early access to young people & later on you lose them - why?

Solutions etc...

- Creative solutions used or suggested to alleviate human resource shortages. (retirees/seniors; disabled; homemakers; immigrants)
- Future Outlook?
- Other Concerns & comments

Profile

5.1 - 5.6 in Questionnaire

APPENDIX E

FOCUS GROUP OUTLINE

Focus Group Outline

MSD - Human Resource and Training Needs In the Hospitality Industry in Ontario

Introduction - Explain:

- the use of a one-way mirror
- the use of audio taping as a notebook
- that there are no Right or Wrong answers - we just want their first thoughts
- confidentiality
- purpose of the focus group - to discuss human resource and training needs in the hospitality industry in Ontario

Industry Image

To start off our discussion, I would like each of you to write down on the paper in front of you without talking to anyone else your answer to the following questions, "What is your image of the hospitality industry as a place to work? How do you think people outside the industry think of the hospitality industry, as a place to work?

O.K., let's go around the table, my name is Stan, and you are ....., what did you put down?

Initial Involvement

- How long have you been working in the hospitality industry? (Probe: How many jobs?)
- Is working in the hospitality industry a job or a career? Why?

Attractiveness of the Industry/Job

- Why did you take a job in the hospitality industry?
- Why did you choose your particular job?
- How should employers recruit new staff?
- What makes you stay (Probe: What would make you leave?)
- Ways your employer can encourage you to stay.
- What do you believe are the main reasons why employees leave (Probe: make more money elsewhere, working conditions, better benefits, to go back to school, career advancement opportunities within (outside) the hospitality industry, technology changes.)

- Where do employees go when they quit their jobs? (Probe: Remain within the industry; go to another occupation altogether. Differences between front-line and back of house.)

Skills Upgrading

- Does your employer offer or sponsor any training (Probe: what? Where, method used - videos etc)
- What should be offered? (Probe: method, where)
- do you think that employers do not offer more formalized skills training programs?
- Do you see a need for a certification program for people working in the industry?

Future

- What changes do you foresee in the hospitality industry in the next 3 to 5 years? (Probe: Training needed)

"Money is no object"

Imagine that you are an employer, and money is no object. What methods would you propose to recruit more staff, and to retain the staff that you've got.

Also, what type of training would you offer your employees?

MSD - Focus Group Recruitment Criteria

- 2 groups in each city (Toronto and Peterborough)
- 8 - 10 people (50% Foodservice, 50% Accommodation) per group

Foodservice includes restaurants (licensed and unlicensed), take-out foodservice, caterers and taverns, bars and night clubs.

Accommodation includes hotels, motels, resorts, camp grounds, trailer parks, guest houses and cabins.

- Participants have to fulfill the following criteria:
- be currently employed in foodservice or accommodation
- full time or part-time employment is allowed
- have been employed for the past year in foodservice/accommodation
- be at a level of supervisor or below (exclude managers & owners, and skilled staff such as chefs etc - see attached definitions)
- be age 19 or over

APPENDIX F

AWARENESS AND USE OF GOVERNMENT TRAINING PROGRAMS

Table F-1

Awareness of Government Assisted Training Programs

Program	Survey Total	Foodservice					Accommodation					Region				
		# Employees			Sales Vol.		# Employees			Sales Vol.						
		Total	Small	Large	Small	Large	Total	Small	Large	Small	Large	Central	S.W.	S.E.	N.W.	N.E.
Federal							(Percentages)									
Skill Investment Program	16	15	14	18	14	16	17	17	18	17	16	19	10	14	29	9
Skill Shortages Progam	12	12	11	18	12	12	12	11	20	13	11	12	17	8	20	8
Innovations	11	11	10	15	9	13	11	11	16	11	11	11	6	13	20	7
Job Entry	22	22	18	35	17	27	22	19	35	20	30	25	23	24	26	10
Job Development	24	23	21	30	22	24	24	23	30	23	28	27	20	25	27	18
Provincial																
Apprenticeship	42	44	41	57	42	47	42	38	63	40	50	50	31	40	39	32
FUTURES	60	59	59	64	61	57	65	64	73	66	64	54	41	53	73	85
Ontario Basic Skills	27	26	28	24	28	24	28	29	26	30	21	26	17	18	33	43
Ontario Skills	23	24	23	27	24	23	25	24	33	25	25	20	18	19	28	36
Ontario Summer Employement Program	65	66	67	67	67	65	69	69	75	70	66	66	65	61	66	68
Training Consulting Services	13	13	12	18	12	14	13	12	20	13	14	12	15	11	17	13
Training Updating	12	12	13	11	14	10	12	12	10	13	7	11	6	7	18	17
Don't Know	16	15	15	12	15	15	14	14	10	14	14	15	23	22	10	8

Question: "Of which of the GOVERNMENT assisted programs listed on the opposite page are you aware of? (Please check)."

Source: Laventhol & Horwath Survey, January 1989.

Table F-2

Use of Government Assisted Programs by
Those Who Were Aware of Them

Program	Survey Total	Foodservice					Accommodation					Region				
		# Employees			Sales Vol.		# Employees			Sales Vol.						
		Total	Small	Large	Small	Large	Total	Small	Large	Small	Large	Central	S.W.	S.E.	N.W.	N.E.
		(Percentages)														
Ontario Summer Employment Program	34	34	29	51	30	38	38	35	-	35	-	34	-	44	-	28
FUTURES	22	25	21	39	22	30	24	19	-	23	-	18	-	-	-	23
Apprenticeship	18	22	12	-	10	34	-18	7	-	12	-	2	-	-	-	-

A dash (-) indicates insufficient data in the cell to draw conclusions.

Question: "During the last year, which of those GOVERNMENT training assistance programs did you use? (Please check)."

Source: Laventhol & Horwath Survey, January 1989.

APPENDIX G

COMMITTEE MEMBERS

Steering Committee Members*

Industry Association	
Canadian Restaurant and Foodservice Association	Angela Hould (Chairperson)
Ontario Restaurant Association	Alf Elliott
Ontario Hotel and Motel Association	Esther Lee Ken Willcocks
Northern Ontario Tourist Outfitters' Association	Bob McKercher
Resorts Ontario	Bruce Stanton
Labour	
Hotel Employees and Restaurant Employees International Union	Compton Marshall
Educational Sector	
George Brown College of Applied Arts and Technology	Brian Cooper
Canadore College of Applied Arts and Technology	Neil Cornthwaite
Ryerson Polytechnical Institute	Peter Williams
University of Guelph	Michael Nightingale
Ontario Hostelry Institute, Chef de Cuisine	Dominic Zoffranieri
Government	
Ministry of Skills Development	William Wolfson Peter Landry Hildegard Martens
Ministry of Colleges and Universities	Karen Kerr
Ministry of Tourism and Recreation	Bert Hofmann

*As of the commencement of the study.

Interministerial Support Committee Members

Ministry of Skills Development	Labour Market Research	Hildegard Martens (Chairperson)
Ministry of Skills Development	Apprenticeship Branch	Bill Fields
Ministry of Skills Development	Training Support Services Branch	L. Scott Tyrer
Ministry of Colleges and Universities	Program Services Unit	Karen Kerr
Ministry of Tourism and Recreation	Industry Improvement Section	Dan Hunnisett Bert Hofmann
Ministry of Industry Trade and Technology	Service Sector Secretariat	Diana Wickham
Ministry of Northern Development and Mines	Policy and Program Development Branch	Don Cameron

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